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Proposed programme budget for the biennium 2018-2019*

Part VIII
Common support services

Section 29A
Office of the Under-Secretary-General for Management

(Programme 25 of the biennial programme plan for the period 2018-2019)**

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* A summary of the approved programme budget will be issued as A/72/6/Add.1.

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Overview

Table 29A.1 **Financial resources**

(United States dollars)

Appropriation for 2016-2017	22 710 900
Technical adjustments (removal of non-recurrent requirements)	(8 143 700)
Other changes	(53 800)
Proposal for the Office of the Under-Secretary-General for Management for 2018-2019	14 513 400
New mandates (Secretariat regular budget share for the biennial provision for the enterprise resource planning project and the global service delivery model project)	11 880 100
Other changes	(221 800)
Proposal of the Secretary-General for 2018-2019[a]	26 171 700

[a] At 2016-2017 revised rates.

Table 29A.2 **Post resources**

	Number	*Level*
Regular budget		
Approved for the biennium 2016-2017	47	1 USG, 2 D-2, 3 D-1, 9 P-5, 6 P-4, 2 P-3, 1 P-2/1, 4 GS (PL), 19 GS (OL)
Proposed for the biennium 2018-2019	47	1 USG, 2 D-2, 3 D-1, 9 P-5, 6 P-4, 2 P-3, 1 P-2/1, 4 GS (PL), 19 GS (OL)

Overall orientation

29A.1 The Department of Management is responsible for the implementation of the programme of work under section 29A. The activities programmed under this section fall under programme 25, Management and support services, of the biennial programme plan for the period 2018-2019.

29A.2 The Department, in close coordination with the administrative services of offices away from Headquarters, will aim to ensure that management reforms and all new or revised management policies, procedures and internal controls meet the expectations of the Member States, as reflected in the resolutions and decisions of the General Assembly, as well as relevant regulations and rules of the United Nations. The capacity of managers to deliver mandated programmes will be strengthened through policy guidance and more effective support for results-based management approaches, including regular and systematic monitoring and self-evaluation practices, as well as timely performance reporting to Member States to ensure that the Organization becomes fully results oriented.

29A.3 Recognizing the importance of promoting accountability, implementation of a systematic approach to risk management and internal controls in the United Nations in accordance with General Assembly resolution 71/283, the Department will continue its efforts on measures to accelerate implementation of results-based management and achievement of the overall implementation of an effective risk management and control framework throughout the Secretariat. The framework will enhance the governance and management practices of the Secretariat, facilitate strategic decision-making, strengthen focus on objectives and increase effectiveness in achieving the defined objectives and mandates given by Member States. Embedded risk and internal control management activities will become an integral part of the processes and operations of the entire Organization.

Note: The following abbreviations are used in tables and charts: GS, General Service; OL, Other level; PL, Principal level; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

With the support of a proactive communications strategy, the Department will ensure that Member States, managers and staff are fully informed and participate in the efforts to ensure a more effective and results-oriented Organization.

29A.4 The Office of the Under-Secretary-General for Management will closely monitor oversight body recommendations, identify material weaknesses and ensure that remediation plans are developed. Furthermore, it will provide substantive support to the Management Performance Board on the monitoring of senior managers' compacts, and to the Management Committee, in the context of monitoring management reform, as well as compliance with recommendations from oversight bodies by departments and offices of the Secretariat. The Office will also facilitate the preparation of programme performance reports for presentation to intergovernmental organs.

29A.5 A management evaluation is the first step in the formal process for a staff member in challenging an administrative decision within the administration of justice system. It also provides management with an opportunity to resolve the dispute early on by either better explaining the decision, or by correcting decisions not complying with internal law, within the 30- to 45-day deadline. The Office of the Under-Secretary-General for Management, through its management evaluation function, will strive to reduce the number of cases proceeding to formal litigation. In addition, the Office will establish and implement effective measures to improve management practices and transparency, and to strengthen managerial accountability.

29A.6 The implementation of the enterprise resource planning project, Umoja, will continue under the coordinating and oversight function of the Department through the Umoja Steering Committee. In accordance with the schedule approved by the General Assembly in its resolution 71/272 A, the Department will ensure the completion and stabilization of functionalities of Umoja Extension 2, the adoption of the Umoja solution, the mainstreaming and enhancement of support management and the addressing of emerging needs that are critical to sustaining operations. The transfer of knowledge and responsibilities from the Umoja team to the corresponding organizational areas within the Secretariat as part of mainstreaming will continue and be jointly managed by the process owners, the Chief Information Technology Officer and the Project Director.

29A.7 Building on the standardization and harmonization of business processes with enterprise-wide Umoja implementation and recent business transformation initiatives, the Department will lead the realignment of the Organization's administrative architecture to distinguish strategic activities from operational activities with a clearer division of labour, the re-profiling of functions to enable greater concentration of expertise and consistency of administrative services and consolidate fragmented administrative structures within and across duty stations. Follow-up actions on the global service delivery model will be undertaken during the biennium on the basis of General Assembly resolution 71/272 A and any decision the General Assembly may take at its seventy-second session on the basis of the proposals to be submitted by the Secretary-General.

29A.8 The Office of Programme Planning, Budget and Accounts will continue to lead the efforts to ensure compliance with International Public Sector Accounting Standards (IPSAS) accounting policies and to apply the benefits of IPSAS, thereby enhancing the quality of United Nations financial statements. As Umoja stabilizes across the Secretariat and analytical tools are made increasingly available, the Office will continue to strengthen managerial controls and accountability in the areas of financial and budget management and stewardship of assets. One of the major change initiatives going forward will be the organization-wide strengthening of internal controls in all peacekeeping and non-peacekeeping entities through the preparation of an annual statement on internal control, which will accompany the financial statements that are compliant with IPSAS. This involves designing the underlying assurance process, as well as developing and deploying evidence-based self-assessment checklists and assurance statements, to be completed by programme managers and heads of missions.

29A.9 Human resources reform efforts aimed at the development of a more productive, flexible and results-oriented Organization will continue through strengthened workforce planning, including: the acquisition and development of talent, performance management and career planning; the

implementation of the mobility framework; the promotion of staff health; the delivery of occupational health services and medical advice to United Nations facilities worldwide; and the monitoring of delegated authority throughout the global Secretariat. The Office of Human Resources Management will also play a central support role in shaping an enabling organizational culture through targeted enhancement of leadership, learning and career support activities and a more robust performance management system that supports increased accountability, staff engagement and empowerment while ensuring a diverse and inclusive workplace. Targeted outreach campaigns will be conducted with a view to achieving more equitable geographical representation of Member States and representation of women and to identifying high-quality candidates. The Office will take a lead role in supporting and strengthening the integration of gender perspectives and the achievement of gender parity within the Organization.

29A.10 The Office of Central Support Services will continue to operate the renovated Headquarters complex following the capital master plan, so that the complex is utilized and maintained in the most efficient and effective manner. In accordance with the guidance received from the General Assembly, the Office will implement flexible workplace strategies, as well as the strategic capital review initiative, which comprises a long-term capital programme and prioritization strategy for the maintenance and refurbishment of premises of the United Nations globally. The experience gained from large capital projects, including the capital master plan, will continue to be leveraged to ensure that the capital value of physical properties at all duty stations is maintained on a long-term basis. The Office, together with the United Nations Office at Geneva, will continue to work to execute the comprehensive renovation and refurbishment programme for the Palais des Nations that was approved by the General Assembly in its resolutions 70/248 and 71/272 A.

29A.11 The Office of Information and Communications Technology will provide central leadership in the implementation of the information and communications technology strategy as approved by the General Assembly in its resolutions 69/262, 70/248 A and 71/272 B, as well as of security and architecture standards. The Office will also ensure the efficient utilization of resources in the modernization and transformation of technology and information and communication services at the United Nations to support a more mobile workforce. The information and communications technology strategy is aimed at establishing an environment and associated architecture to achieve an enterprise-wide approach that provides for operational autonomy and agility, where warranted, and supports a truly global harmonized environment that is secure, reliable, scalable and easily accessible. The Office will institute enterprise architecture, facilitate Umoja mainstreaming and strengthen information security and operational resilience; ensure that information and communications technology programmes are aligned with the work of the United Nations, from desk to field and from individual staff member to Member State; and support ongoing business transformation initiatives and service delivery improvements. The Office will ensure rigorous information and communications technology governance measures while allowing space for innovation, thereby facilitating the work of the United Nations in the areas of peace and security, human rights, the rule of law, social and economic development, humanitarian assistance and all environmental efforts.

29A.12 The Department will continue to provide substantive and/or technical secretariat support to the Administrative and Budgetary (Fifth) Committee, the Committee for Programme and Coordination, the Committee on Contributions, the Advisory Committee on Administrative and Budgetary Questions, the Board of Auditors and the Independent Audit Advisory Committee.

29A.13 Moreover, the Department will maintain its leadership role within the United Nations common system. By partnering with other organizations of the system, it will strengthen existing common and joint services while ensuring more efficient and cost-effective existing arrangements.

Overview of resources

29A.14 The overall resources proposed for the biennium 2018-2019 for this section amount to $26,171,700 before recosting, reflecting a net increase of $3,460,800 (or 15.2 per cent) compared with the appropriation of 2016-2017. The proposed resource level provides for the full, efficient and effective implementation of mandates.

29A.15 Excluding the biennial provision for the enterprise resource planning and global service delivery model projects, the section's resources proposed for the biennium 2018-2019 amount to $14,513,400 before recosting, reflecting a net decrease of $53,800 (or 0.4 per cent) compared with the section's appropriation of 2016-2017 if the technical adjustment relating to the enterprise resource planning project is excluded. The resource change results from efficiencies that the Office plans to bring about in the biennium 2018-2019.

29A.16 The proposal in respect of the Secretariat's regular budget share of the enterprise resource planning project (Umoja) in the biennium 2018-2019 is $11,448,200 ($11,670,000 reduced by efficiencies in the delivery of the project in the amount of $221,800), which results in a net increase of $3,304,500 from the resource requirements in 2016-2017 of $8,143,700 as related to the enterprise resource planning project.

29A.17 The proposal in respect of the biennial provision for the Secretariat's regular budget share of the dedicated team for the global service delivery model project, as approved by the General Assembly in its resolution 71/272 A, is $210,100.

29A.18 The distribution of resources is reflected in tables 29A.3 to 29A.5.

Table 29A.3 **Financial resources by component**

(Thousands of United States dollars)

(1) *Regular budget*

				Resource changes								
		2014-2015 expenditure	*2016-2017 appropriation*	*Technical adjustment (non-recurrent, biennial provision of posts)*	*New and expanded mandates*	*Within and or across section(s)*	*Other*	*Total*	*Percentage*	*Total before recosting*	*Recosting*	*2018-2019 estimate*
A	Executive direction and management[a]	2 808.2	2 774.4	–	210.1	–	–	210.1	7.6	2 984.5	72.0	3 056.5
B	Programme of work											
	1 Management services	5 211.8	4 366.7	–	–	–	(9.8)	(9.8)	(0.2)	4 356.9	123.1	4 480.0
	2 Enterprise resource planning project[b]	41 465.0	8 143.7	(8 143.7)	11 670.0	–	(221.8)	3 304.5	40.6	11 448.2	–	11 448.2
	3 Management evaluation component of the administration of justice	1 628.1	1 820.5	–	–	–	–	–		1 820.5	46.0	1 866.5
	4 Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	1 659.8	1 506.3	–	–	–	–	–		1 506.3	41.9	1 548.2
	Subtotal, B	**49 964.7**	**15 837.2**	**(8 143.7)**	**11 670.0**	**–**	**(231.6)**	**3 294.7**	**20.8**	**19 131.9**	**211.0**	**19 342.9**
C	Programme support	4 198.3	4 099.3	–	–	–	(44.0)	(44.0)	(1.1)	4 055.3	74.7	4 130.0
	Subtotal, 1	**56 971.1**	**22 710.9**	**(8 143.7)**	**11 880.1**	**–**	**(275.6)**	**3 460.8**	**15.2**	**26 171.7**	**357.7**	**26 529.4**

(2) *Other assessed*[c]

	2014-2015 expenditure	2016-2017 estimate	2018-2019 estimate
A. Executive direction and management	–	868.5	1 737.0
B. Programme of work	46 426.2	54 067.6	52 068.2
C. Programme support	64 872.7	22 993.3	25 823.3
Subtotal, 2	**111 298.9**	**77 929.4**	**79 628.5**

(3) *Extrabudgetary*[d]

	2014-2015 expenditure	2016-2017 estimate	2018-2019 estimate
A. Executive direction and management	–	322.2	644.4
B. Programme of work	16 632.6	19 225.2	18 465.5
C. Programme support	8 008.7	642.0	642.0
Subtotal, 3	**24 641.3**	**20 189.4**	**19 751.9**
Total	**192 911.3**	**120 829.7**	**125 909.8**

[a] Inclusive of the biennial provision for 2018-2019 for the Secretariat's regular budget share of the dedicated team for the global service delivery model project, as approved by the General Assembly in its resolution 71/272 A.

[b] The provision of $11,670,000, before anticipated efficiencies, representing the Secretariat's regular budget share of the enterprise resource planning project for the biennium 2018-2019 as reflected in table 11 of the eighth progress report of the Secretary-General on the enterprise resource planning project (A/71/390).

[c] Includes peacekeeping support account resources centrally administered by the Executive Office for general operating expenses, supplies and materials, and furniture and equipment for the Department of Management as a whole, as well as the related share of funding of the enterprise resource planning project and the global service delivery model project.

[d] Extrabudgetary resources derived from programme support income received as reimbursement for the services provided by the central administration for extrabudgetary activities, funds and programmes, from technical cooperation reimbursement resources and the related share of funding of the enterprise resource planning project and the global service delivery model project.

Table 29A.4 **Post resources**

	Established regular budget		Temporary: Regular budget		Temporary: Other assessed[a]		Temporary: Extrabudgetary[b]		Total	
Category	2016-2017	2018-2019	2016-2017	2018-2019	2016-2017	2018-2019	2016-2017	2018-2019	2016-2017	2018-2019
Professional and higher										
USG	1	1	–	–	–	–	–	–	1	1
D-2	2	2	–	–	–	–	–	–	2	2
D-1	3	3	–	–	1	1	–	–	4	4
P-5	9	9	–	–	–	–	–	–	9	9
P-4/3	8	8	–	–	7	7	2	2	17	17
P-2/1	1	1	–	–	–	–	–	–	1	1
Subtotal	**24**	**24**	**–**	**–**	**8**	**8**	**2**	**2**	**34**	**34**
General Service										
Principal level	4	4	–	–	–	–	–	–	4	4
Other level	19	19	–	–	2	2	2	2	23	23
Subtotal	**23**	**23**	**–**	**–**	**2**	**2**	**2**	**2**	**27**	**27**
Total	**47**	**47**	**–**	**–**	**10**	**10**	**4**	**4**	**61**	**61**

(Footnotes on following page)

(Footnotes to table 29A.4)

Note: In addition to the posts funded from other assessed and extrabudgetary resources identified in table 29A.4, the provision reflects 74 temporary posts in 2018 and 60 temporary posts in 2019, in the enterprise resource planning project funded through the jointly funded fund, consisting of regular budget, support account for peacekeeping operations and extrabudgetary resources, as set out in paragraph 174 of the eighth progress report on the enterprise resource planning project.

[a] Resource requirements financed exclusively by the support account for peacekeeping operations.

[b] Resource requirements financed from extrabudgetary resources derived from programme support income received as reimbursement for the services provided by the central administration for extrabudgetary activities, funds and programmes.

Table 29A.5 **Distribution of resources by component**

(Percentage)

	Regular budget	*Other assessed*	*Extrabudgetary*
A. Executive direction and management	11.4	2.2	3.3
B. Programme of work			
1. Management services	16.6	4.0	2.9
2. Enterprise resource planning project	43.7	60.6	90.6
3. Management evaluation component of the administration of justice	7.0	0.4	–
4. Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	5.8	0.4	–
Subtotal	**73.1**	**65.4**	**93.5**
C. Programme support	15.5	32.4	3.3
Total	**100.0**	**100.0**	**100.0**

Technical adjustments

29A.19 Resource changes reflect the removal of non-recurrent requirements totalling $8,143,700 relating to the regular budget share for the enterprise planning project for the biennium 2016-2017.

New and expanded mandates

29A.20 Resource changes reflect a net increase of $11,880,100 in support of new and expanded mandates relating to: (a) the regular budget share for the enterprise planning project for the biennium 2018-2019 as estimated in table 11 of the eighth progress report on the enterprise resource planning project (A/71/390); and (b) the biennial provision for the regular budget share for the global service delivery model project, as approved by the General Assembly in its resolution 71/272 A.

Other changes

29A.21 Resource changes reflect a reduction of $275,600, made possible from efficiencies that the Office plans to bring about in the biennium 2018-2019. The proposed reduction is a result of the efforts of the Office to apply the anticipated Umoja efficiencies set out in the eighth progress report on the enterprise resource planning project to individual day-to-day operations. Those Umoja efficiencies were based on the Organization's experience with the system, anticipated future changes, including future roll-outs, a global review of end-to-end processes, the retirement of legacy systems and improvements to business process and planning capabilities. Efficiencies were expressed, inter alia, as the dollar value of a full-time equivalent, where applicable. Further information on the approach is provided in the foreword and introduction of the proposed programme budget for the biennium 2018-2019.

29A.22 For the Office of the Under-Secretary-General for Management, this translates to non-post reductions of $275,600, which fall under programme of work ($231,600), specifically under subprogrammes 1 and 2, and under programme support ($44,000). A reduction in the amount of $53,800 is attributable to the Office itself (excluding the regular budget share of the enterprise resource planning and global service delivery model projects), while a reduction of $221,800 is reflected in the regular budget share of the enterprise resource planning project.

Other assessed and extrabudgetary resources

29A.23 The projected level of other assessed resources amounts to $79,628,500, representing 63.2 per cent of overall resource requirements. This comprises $48,236,000 in respect of the enterprise resource planning project, $1,737,000 in respect of the project team for the global service delivery model and $29,655,500 from the support account for peacekeeping operations, in the areas of substantive and technical services provided to the management services; the management evaluation component of the administration of justice; and services to the Fifth Committee of the General Assembly and the Committee for Programme and Coordination. The projected level represents an increase of approximately $1,699,100 over the biennium 2016-2017, arising mainly from the biennial provision for the global service delivery model project and additional requirements from the support account for peacekeeping operations, partially offset by reduced requirements for the enterprise resource planning project.

29A.24 The projected level of extrabudgetary resources amounts to $19,751,900, representing 15.7 per cent of the overall resource requirement, and comprises mainly (a) $17,894,000 in respect of the enterprise resource planning project, and (b) $644,400 in respect of the project team for the global service delivery model, from programme support income received as reimbursement for services provided by the central administration to extrabudgetary activities and from technical cooperation reimbursement resources. The projected level represents a decrease of approximately $437,500 over the biennium 2016-2017, arising mainly from reduced requirements for the enterprise resource planning project, partially offset by the biennial provision for the global service delivery model project.

Other information

29A.25 Pursuant to General Assembly resolution 58/269, resources in the amount of $101,400 have been identified under the regular budget within the available capacity of the Office of the Under-Secretary-General for Management under subprogramme 1 (of programme 25 of the biennial programme plan for the period 2018-2019), for monitoring and evaluation activities in the amount of $78,900, comprising four work-months at the Professional level and three work-months at the General Service level, and $22,500 for consultancy services to support the implementation of Organization-wide fraud risk assessment as requested by the General Assembly in its resolution 71/283.

A. Executive direction and management

Resource requirements (before recosting): $2,984,500

29A.26 The Under-Secretary-General for Management is responsible for the formulation of the Organization's management policies and has overall responsibility for the management of the financial, human, physical and information and communications technology resources of the Organization. He or she formulates policies and provides policy guidance, coordination and direction on management reform issues. He or she also represents the Secretary-General on management matters in relation to governing bodies, agencies in the common system and administrative advisory bodies, and monitors emerging management issues throughout the Secretariat. In addition, the Under-Secretary-General is responsible for maintaining close liaison

with host-country authorities and Member States on all substantive aspects of financial, budgetary, personnel, common support services and information and communications technology matters. Moreover, he or she provides strategic guidance and management oversight concerning the implementation of the enterprise resource planning project (Umoja) and the global service delivery model project. The secretariat of the Fifth Committee of the General Assembly and the Committee for Programme and Coordination, which provides substantive and technical secretariat support to those Committees, and the secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board, which supports the work of the Headquarters Committee and the Board, both report to the Under-Secretary-General for Management. The Under-Secretary-General also directs and manages the activities of the Department of Management.

29A.27 In discharging the foregoing responsibilities, the Under-Secretary-General is supported by the Director of the Office of the Under-Secretary-General, who undertakes midterm and long-term planning, develops and coordinates management strategies and policies, oversees the implementation of reform initiatives and serves as the focal point for information and for the integration of all aspects of the work of the Department. The Office also provides support to the Under-Secretary-General in inter-agency meetings, such as the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination (CEB), and coordinates intradepartmental activities, including liaison with other offices, funds and programmes on matters of common concern. The Director oversees the activities of the front office, the global service delivery model project team, the Policy and Oversight Coordination Service, the Management Support Service, the Management Evaluation Unit and the Executive Office.

Table 29A.6 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure the full implementation of legislative mandates and compliance with United Nations policies and procedures in order to provide an effective management culture throughout the Organization

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018-2019	*2016-2017*	*2014-2015*	*2012-2013*
(a) Programme of work is effectively managed	Improved management performance and timely delivery of outputs and services					
	(i) Percentage of respondents providing a positive assessment on the timeliness of the services rendered by the Department of Management	Target	55	55	30	55
		Estimate		53	53	28
		Actual			30	50
	(ii) Percentage of respondents providing a positive assessment on client focus by the Department of Management	Target	56	56	55	55
		Estimate		52	52	31
		Actual			38	50
(b) Enhanced policy coherence in the management of the activities of the United Nations	Improved communication and information-sharing among senior management and administrative officials in all duty stations					
	(i) Percentage of senior officials providing a positive assessment on communication between the Office of the Under-Secretary-General for Management and senior officials	Target	75			
		Estimate				
		Actual				
	(ii) Percentage of senior officials providing a positive assessment on information-sharing between the Office of the Under-Secretary-General for Management and senior officials	Target	75			
		Estimate				
		Actual				

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures* 2018-2019	2016-2017	2014-2015	2012-2013
(c) Increased timeliness of submission of documentation	Increased percentage of pre-session documents submitted in accordance with the required deadline	Target	100			
		Estimate				
		Actual				
(d) Efficiencies achieved in travel costs for the Organization	Increased percentage of air tickets purchased at least two weeks before the commencement of travel	Target	100			
		Estimate				
		Actual				

External factors

29A.28 The Office of the Under-Secretary-General for Management is expected to achieve its objectives and expected accomplishments under executive direction and management on the assumption that all stakeholders will extend their full cooperation and support to the Department of Management in implementing management improvements.

Outputs

29A.29 During the biennium 2018-2019, the following outputs will be delivered:

Table 29A.7 **Categories of outputs and final outputs**

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget, other assessed and extrabudgetary)	
General Assembly	
Parliamentary documentation	
1. Report of the Secretary-General on the global service delivery model	2
Substantive servicing of meetings	
2. Formal meetings of the Fifth Committee	2
3. Informal consultations of the Fifth Committee	4
4. Hearings of the Advisory Committee on Administrative and Budgetary Questions	2
Administrative support services (regular budget)	
Overall management	
5. Representation of the Secretary-General at meetings of the United Nations intergovernmental bodies on various administrative and financial issues, as and when required	1
6. Cooperation with other organizations of the United Nations system on issues relating to a common approach to financial and administrative management, including contributions to meetings of the CEB High-level Committee on Management	1
7. Liaison with the host Government, non-governmental organizations and other external entities on management and other resource-related issues	1
8. Monitoring and coordination of activities of the department concerning management of the financial, human, physical and information and communications technology resources of the Organization	1
9. Strategic guidance and management oversight concerning the implementation of the enterprise resource planning project and global service delivery model project	1

29A.30 The distribution of resources for executive direction and management is reflected in table 29A.8.

Table 29A.8 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	2 418.2	2 418.2	7	7
Non-post	356.2	566.3	–	–
Subtotal	**2 774.4**	**2 984.5**	**7**	**7**
Other assessed	868.5	1 737.0	–	–
Extrabudgetary	322.2	644.4	–	–
Total	**3 965.1**	**5 365.9**	**7**	**7**

29A.31 Post requirements of $2,418,200 would provide for the continuation of seven posts (1 Under-Secretary-General, 1 D-2, 1 D-1, 1 P-4 and 3 General Service (Other level)) in the Office of the Under-Secretary-General for Management to support the implementation of mandates under the programme.

29A.32 Non-post requirements amounting to $566,300 would provide for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, and furniture and equipment. The net increase of $210,100 is attributable to the biennial provision for the dedicated project team for the global service delivery model.

29A.33 The regular budget resources are complemented by projected other assessed resources of $1,737,000, and by extrabudgetary resources totalling $644,400 in relation to the project team for the global service delivery model.

B. Programme of work[1]

29A.34 The distribution of resources by component is reflected in table 29A.9.

Table 29A.9 **Resource requirements by component**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
1. Management services	4 366.7	4 356.9	13	13
2. Enterprise resource planning project[a]	8 143.7	11 448.2	–	–
3. Management evaluation component of the administration of justice	1 820.5	1 820.5	6	6
4. Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	1 506.3	1 506.3	5	5
Subtotal	**15 837.2**	**19 131.9**	**24**	**24**

[1] Subprogramme 1 of programme 25 of the biennial programme plan for the period 2018-2019.

	Resources (thousands of United States dollars)		Posts	
	2016-2017	2018-2019 (before recosting)	2016-2017	2018-2019
Other assessed[a]	54 067.6	52 068.2	9	9
Extrabudgetary[c]	19 225.2	18 465.5	2	2
Total	**89 130.0**	**89 665.6**	**35**	**35**

[a] The provision of $11,670,000, before anticipated efficiencies, represents the Secretariat's regular budget share of the enterprise resource planning project for the biennium 2018-2019 as reflected in table 11 of the eighth progress report on the enterprise resource planning project.

[b] Includes peacekeeping support account resources centrally administered by the Executive Office for general operating expenses, supplies and materials, and furniture and equipment for the Department of Management as a whole, as well as the related share of funding of the enterprise resource planning project.

[c] Extrabudgetary resources derived from programme support income received as reimbursement for the services provided by the central administration for extrabudgetary activities, funds and programmes, from technical cooperation reimbursement resources and the related share of funding of the enterprise resource planning project.

Component 1
Management services

Resource requirements (before recosting): $4,356,900

29A.35 Substantive responsibility for this component of the subprogramme is vested within the Office of the Under-Secretary-General for Management. The component will be implemented in accordance with the strategy detailed under component 1, Management services, of subprogramme 1, Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, of programme 25, part A, Management and support services of the biennial programme plan for the period 2018-2019.

Table 29A.10 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To enhance the effectiveness, efficiency, accountability and transparency of the Organization

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures* 2018-2019	2016-2017	2014-2015	2012-2013
(a) Effective and efficient functioning of the Secretariat, in full compliance with legislative mandates and relevant rules and regulations	(i) All new and revised management policies, procedures and internal controls facilitate improved management of programmes and staff [percentage]	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) Increased timely implementation rate of recommendations issued by the oversight bodies to the Secretariat [percentage completed on time]	Target	75	75	65	63
		Estimate		70	70	63
		Actual			42	68
(b) Strengthened accountability throughout the Secretariat	(i) All senior managers' annual performance assessments completed for review by the Management Performance Board and the Secretary-General [percentage completed on time]	Target	100	100	100	
		Estimate		100	100	100
		Actual			100	100

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018-2019	*2016-2017*	*2014-2015*	*2012-2013*
	(ii) All institutional performance (programme performance report) completed for review by the Management Performance Board and intergovernmental bodies [percentage completed on time]	Target	100	100	100	
		Estimate		100	100	100
		Actual			100	100
	(iii) Increased number of implemented recommendations of oversight bodies related to strengthening accountability in the Organization [percentage completed on time]	Target	75	75		
		Estimate		73	73	
		Actual				70
(c) Contracts are awarded and assets disposed of with efficiency, fairness, integrity and transparency and in full compliance with the relevant rules and regulations	(i) All cases submitted to the Headquarters Committee on Contracts are processed within 7.5 days [percentage]	Target	95			
		Estimate		92		
		Actual			87.5	
	(ii) All cases submitted to the Headquarters Property Survey Board are processed within 45 days [percentage]	Target	95			
		Estimate		75		
		Actual				

External factors

29A.36 The objective and expected accomplishments are expected to be achieved on the assumption that management policies and related reform proposals will be approved by Member States.

Outputs

29A.37 During the biennium 2018-2019, the following outputs will be delivered:

Table 29A.11 **Categories of outputs and final outputs**

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget, other assessed and extrabudgetary)	
General Assembly	
Fifth Committee	
Substantive servicing of meetings	
1. Formal meetings of the Committee	7
2. Informal consultations of the Committee	30
Parliamentary documentation	
3. Note by the Secretary-General on the reports of the Joint Inspection Unit	16
4. Progress report of the Secretary-General on the accountability system in the United Nations Secretariat	2
5. Report of the Secretary-General on the implementation of recommendations of the Board of Auditors	6
6. Programme performance report of the United Nations for the biennium 2016-2017	1
7. Report of the Secretary-General on standards of accommodation for air travel	1
Advisory Committee on Administrative and Budgetary Questions	
Substantive servicing of meetings	
8. Hearings of the Committee	5

Outputs	*Quantity*
Committee for Programme and Coordination	
Substantive servicing of meetings	
9. Formal meetings of the Committee	3
10. Informal consultations of the Committee	6
Administrative support services (regular budget, other assessed and extrabudgetary)	
Overall management	
11. Annual training workshops for about 60 focal points for oversight bodies of the United Nations Secretariat	2
12. Quarterly updates on oversight issues to the Independent Audit Advisory Committee	8
13. Implementation of change management, business process and continuous management improvement initiatives, and identification of best practices in management and administration	1
14. Management report based on biennial client survey for measuring overall client satisfaction with regard to the common support services provided by the Department of Management	1
15. Field assistance missions to monitor the functioning of the local committees on contracts	6
16. Training of members of the local committees on contracts (27 training sessions with 405 staff trained)	1
Substantive and technical servicing of:	
17. Headquarters Committee on Contracts through the review of over 700 proposed procurement awards annually and the provision of recommendations to the Under-Secretary-General	1
18. Headquarters Property Survey Board through the review of approximately 200 property survey cases	1
Substantive backstopping for:	
19. Management Performance Board on the annual compacts of senior managers	2
20. Meetings of the Management Committee	20

29A.38 The distribution of resources for component 1 is reflected in table 29A.12.

Table 29A.12 **Resource requirements: component 1**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	4 195.4	4 195.4	13	13
Non-post	171.3	161.5	–	–
Subtotal	**4 366.7**	**4 356.9**	**13**	**13**
Other assessed[a]	3 120.4	3 212.5	8	8
Extrabudgetary[b]	571.5	571.5	2	2
Total	**8 058.6**	**8 140.9**	**23**	**23**

[a] Includes peacekeeping support account resources centrally administered by the Executive Office for general operating expenses, supplies and materials, and furniture and equipment for the Department of Management as a whole, as well as the related share of funding of the enterprise resource planning project.

[b] Extrabudgetary resources derived from programme support income received as reimbursement for the services provided by the central administration for extrabudgetary activities, funds and programmes, from technical cooperation reimbursement resources and the related share of funding of the enterprise resource planning project.

29A.39 Post requirements of $4,195,400 would provide for the continuation of 13 posts to support the implementation of mandates under the programme: (a) 8 posts (1 D-1, 3 P-5, 2 P-4, 1 General Service (Principal level) and 1 General Service (Other level)) in the Policy and Oversight Coordination Service; (b) 1 post (1 P-5) in the Management Support Service; and (c) 4 posts (1 P-5, 1 P-3 and 2 General Service (Other level)) in the Secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board.

29A.40 Non-post requirements amounting to $161,500 would provide for other staff costs, consultants, travel of staff, contractual services, general operating expenses, supplies and materials, and furniture and equipment. The net decrease of $9,800 is primarily attributable to reduced requirements in information technology costs owing to efficiencies that the Office plans to bring about in 2018-2019.

29A.41 The regular budget resources are complemented by other assessed resources from the support account for peacekeeping operations in the amount of $3,212,500 that would provide for the continuation of eight temporary posts (1 D-1, 4 P-4, 1 P-3 and 2 General Service (Other level)), of which six posts are in the secretariat of the Headquarters Committee on Contracts and the Property Survey Board and two posts are in the Management Support Service. In addition, an amount of $571,500 from extrabudgetary resources would provide for the continuation of two temporary posts in the Policy and Oversight Coordination Service and their related operational requirements.

Component 2
Enterprise resource planning project

Resource requirements (before recosting): $11,448,200

29A.42 Substantive responsibility for this component of the subprogramme is vested within the Umoja Enterprise Resource Planning Project Team in the Office of the Under-Secretary-General for Management. The component will be implemented in accordance with the strategy detailed under component 2, Enterprise resource planning project, of subprogramme 1, Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, of programme 25, part A, Management and support services, of the biennial programme plan for the period 2018-2019.

Table 29A.13 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve the management of the Organization's resources

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018-2019	*2016-2017*	*2014-2015*	*2012-2013*
(a) All business processes for the management of resources and programme performance are efficient and effective, have built-in internal controls and are in full compliance with regulations, rules, policies and procedures	(i) Increased percentage of business processes that are designed or re-engineered in full compliance with regulations, rules, policies and procedures [percentage of business processes designed and released for acceptance for Umoja Foundation (2012-2013), Umoja Foundation and Extension 1 (2014-2015), Umoja Extension 1 and Extension 2 (2016-2017) and Umoja Extension 2 (2018-2019)]	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures* 2018-2019	2016-2017	2014-2015	2012-2013
	(ii) Increased percentage of business processes built, tested and stabilized in human resources, finance, and supply chain and central support services [percentage of business processes designed and released for acceptance for Umoja Foundation (2012-2013), Foundation and Extension 1 (2014-2015), Extension 1 and Extension 2 (2016-2017) and Extension 2 (2018-2019)]	Target	100	100	100	100
		Estimate		64	100	100
		Actual			60	52
(b) Umoja is stabilized and operating effectively	(i) Decrease in the number of help desk support requests after stabilization [ratio of number of users per ticket]	Target	45	40.5		
		Estimate		44	40	
		Actual			46.6	
	(ii) Decreased amount of time required to provide help to support requests [average number of hours required to resolve a high-level service request or incident]	Target	48	48		
		Estimate		134	70	
		Actual			160	

External factors

29A.43 The objective and expected accomplishments are expected to be achieved on the assumption that all vendors meet all contractual requirements in a timely manner and the software and technological systems meet all performance requirements.

Outputs

29A.44 During the biennium 2018-2019, the following outputs will be delivered:

Table 29A.14 **Categories of outputs and final outputs**

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget, other assessed and extrabudgetary)	
General Assembly	
Substantive servicing of meetings	
1. Formal meetings of the Fifth Committee	4
2. Informal consultations of the Fifth Committee	6
3. Hearings of the Advisory Committee on Administrative and Budgetary Questions	2
Parliamentary documentation	
4. Ninth and tenth progress report of the Secretary-General on the enterprise resource planning project	2
Other substantive activities (regular budget, other assessed and extrabudgetary)	
Technical materials	
5. Development of training courses for Umoja Extension 2	10
6. Update and maintenance of Umoja website	1
7. Update and maintenance of the social media accounts for Umoja	1

Outputs	*Quantity*
Administrative support services (regular budget, other assessed and extrabudgetary)	
Overall management	
8. Update and maintenance of Umoja Foundation, Umoja Extension 1 and Umoja Extension 2	1
9. Monitoring the implementation of the projects under the 2018-2019 workplan, including Umoja Extension 2 (number of projects implemented)	16
10. Business process improvements relating to Umoja Foundation and Extension 1 (number of processes)	12

29A.45 The distribution of resources for component 2 is reflected in table 29A.15.

Table 29A.15 **Resource requirements: component 2**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Non-post[a]	8 143.7	11 448.2	–	–
Subtotal	**8 143.7**	**11 448.2**	**–**	**–**
Other assessed[b]	50 283.9	48 236.0	–	–
Extrabudgetary[c]	18 653.7	17 894.0	–	–
Total	**77 081.3**	**77 578.2**	**–**	**–**

[a] For the Secretariat's regular budget share for the biennium 2016-2017, the General Assembly, in its resolution 71/272, requested the Secretary-General to absorb $4,021,800 within existing resources under section 29, prioritizing section 29A, of the programme budget for the biennium 2016-2017. The provision of $11,670,000, before anticipated efficiencies, represents the Secretariat's regular budget share of the enterprise resource planning project for the biennium 2018-2019 as reflected in table 11 of the eighth progress report on the enterprise resource planning project.

[b] Peacekeeping support account share of funding of the enterprise resource planning project.

[c] Extrabudgetary resources derived from programme support income received as reimbursement for the services provided by the central administration for extrabudgetary activities, funds and programmes, from the share of funding of the enterprise resource planning project comprising technical cooperation reimbursement resources.

29A.46 The amount of $11,448,200 under grants and contributions would provide for the regular budget share for the biennium 2018-2019, after applying a reduction of $221,800 as a result of anticipated efficiencies that the project plans to bring about in 2018-2019 from the $11,670,000 as set out in table 11 of the eighth progress report on the enterprise resource planning project.

29A.47 The estimated non-regular budget share in the biennium 2018-2019 for the enterprise resource planning project costs amounts to $66,130,000, comprising other assessed resources of $48,236,000 and extrabudgetary resources of $17,894,000, as set out in table 11 of the eighth progress report on the enterprise resource planning project.

Component 3
Management evaluation component of the administration of justice

Resource requirements (before recosting): $1,820,500

29A.48 Substantive responsibility for this component of the subprogramme is vested within the Office of the Under-Secretary-General for Management. The component will be implemented in accordance with the strategy detailed under component 3, Management evaluation component of the

administration of justice, of subprogramme 1, Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, of programme 25, part A, Management and support services, of the biennial programme plan for the period 2018-2019.

Table 29A.16 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure greater personal accountability for decision-making

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) More timely decision-making by the Administration with respect to evaluation of contested decisions	All management evaluation requests are responded to within the prescribed 30- and 45-day time limits	Target	94	94	94	87
		Estimate		90	92	92
		Actual			75	92
(b) Improved accountability in management-related decisions	Reduced percentage of improper or incorrect decisions within the various offices and departments of the Secretariat	Target	10	12	12	10
		Estimate		10	12	13
		Actual			8	13
(c) Reduced litigation of cases in the United Nations Dispute Tribunal	Reduced percentage of cases proceeding to the United Nations Dispute Tribunal for formal litigation	Target	37	42	41	40
		Estimate		20	41	39
		Actual			25	39

External factors

29A.49 The objective and expected accomplishments are expected to be achieved on the assumption that there will be no significant increase in the number of evaluation requests and improper or incorrect decisions.

Outputs

29A.50 During the biennium 2018-2019, the following outputs will be delivered:

Table 29A.17 **Categories of outputs and final outputs**

Outputs	*Quantity*
Administrative support services (regular budget, other assessed and extrabudgetary)	
Overall management	
1. Recommendations on requests for management evaluation of contested administrative decisions as to whether the requests are receivable and, if so, whether the contested administrative decisions are in accordance with the applicable internal rules and jurisprudence of the Organization	600
2. Recommendations on requests for suspension of action submitted to the Secretary-General in cases involving separation from service of staff members; identification and provision of recommendations on systemic issues in respect of managerial decision-making authority	150
3. Tracking of managerial compliance with responsibilities in the Organization's system of administration of justice and identification of circumstances in which delegated managerial authority may be withdrawn or referred for investigation	
4. Expert guidance to decision makers in the form of periodic lessons learned guides	1
5. Inputs to the report of the Secretary-General on the administration of justice	1

29A.51 The distribution of resources for component 3 is reflected in table 29A.18.

Table 29A.18 **Resource requirements: component 3**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	1 600.7	1 600.7	6	6
Non-post	219.8	219.8	–	–
Subtotal	**1 820.5**	**1 820.5**	**6**	**6**
Other assessed	338.0	294.4	–	–
Total	**2 158.5**	**2 114.9**	**6**	**6**

29A.52 Post requirements of $1,600,700 would provide for the continuation of six posts (1 P-5, 2 P-4 and 3 General Service (Other level)) in the Management Evaluation Unit to support the implementation of mandates under the programme.

29A.53 Non-post requirements amounting to $219,800 would provide for other staff costs, contractual services, general operating expenses, supplies and materials, and furniture and equipment.

29A.54 The regular budget resources are complemented by projected other assessed resources of $294,400 that would provide for operational costs to deliver the programme of work and outputs described in table 29A.18.

Component 4
Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Resource requirements (before recosting): $1,506,300

29A.55 Substantive responsibility for this component of the subprogramme is vested within the secretariat of the Fifth Committee and the Committee for Programme and Coordination. The component will be implemented in accordance with the strategy detailed under component 4, Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, of subprogramme 1, Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, of programme 25, part A, Management and support services, of the biennial programme plan for the period 2018-2019.

Table 29A.19 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To facilitate deliberations and decision-making by the Fifth Committee and the Committee for Programme and Coordination

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*				
			2018-2019	*2016-2017*	*2014-2015*	*2012-2013*
(a) Improved communication on organizational and procedural aspects of meetings, as well as enhanced substantive, technical and secretariat support to the Member States and other participants in the meetings	(i) Full compliance with the submission deadline of the final reports of the committees serviced by the Secretariat in order to allow for simultaneous publication in all official languages [percentage of final reports of the committees submitted by established deadlines]	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) Reduced number of complaints by representatives of Member States of the Fifth Committee and the Committee for Programme and Coordination concerning the conduct of meetings and the level and quality of substantive and technical secretariat services [number of complaints]	Target	–	–	–	–
		Estimate		–	–	–
		Actual			–	–

External factors

29A.56 The objective and expected accomplishments are expected to be achieved on the assumption that: (a) meetings and sessions will be held as planned, and proposals from Member States with regard to the agreed programme of work, including calls for participation by the Committee secretariat in informal informal meetings and requests for documentation will be received in a timely and coordinated manner; and (b) there will be active and timely participation, cooperation and collaboration by Member States in the proceedings of each Committee during formal meetings, as well as during informal and informal informal consultations.

Outputs

29A.57 During the biennium 2018-2019, the following outputs will be delivered:

Table 29A.20 **Categories of outputs and final outputs**

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget and other assessed)	
General Assembly	
Substantive servicing of meetings	
Substantive and technical servicing of:	
1. Formal meetings and informal consultations of the Fifth Committee of the General Assembly, as required	320
2. Formal meetings and informal consultations of the Committee for Programme and Coordination, as required	80
Other services	
Assistance to intergovernmental bodies and/or United Nations representatives/rapporteurs:	
3. Planning and organization of activities and services related to the sessions of the Committees	1

Outputs	*Quantity*
4. Advice to the Chairs and bureaux of the Committees, and to Member States	1
5. Substantive summaries of the meetings, and working and background papers, as required	1
Fifth Committee of the General Assembly	
6. Notes on the programme of the work, as required	140
7. Notes on the status of documentation, as required	70
8. Procedural notes for the Chair, as required	80
Committee for Programme and Coordination	
9. Notes on the programme of the work, as required	20
10. Notes on the status of documentation, as required	4
11. Procedural notes for the Chair, as required	20
Other substantive activities (regular budget and other assessed)	
Technical materials	
Update and maintenance of the:	
12. Websites of the Fifth Committee	1
13. Websites of the Committee for Programme and Coordination	1

29A.58 The distribution of resources for component 4 is reflected in table 29A.21.

Table 29A.21 **Resource requirements: component 4**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	1 477.4	1 477.4	5	5
Non-post	28.9	28.9	–	–
Subtotal	**1 506.3**	**1 506.3**	**5**	**5**
Other assessed	325.3	325.3	1	1
Total	**1 831.6**	**1 831.6**	**6**	**6**

29A.59 Post requirements of $1,477,400 provides for the continuation of five posts (1 D-2, 1 P-5, 1 P-2, 2 General Service (Other level)) in the secretariat of the Fifth Committee and the Committee for Programme and Coordination to support the implementation of mandates under the programme.

29A.60 Non-post requirements amounting to $28,900 would provide for other staff costs, contractual services, and furniture and equipment.

29A.61 The regular budget resources are complemented by projected other assessed resources of $325,300 from the support account for peacekeeping operations that would provide for the continuation of a post (P-3) in the secretariat of the Fifth Committee of the General Assembly and the Committee for Programme and Coordination under the support account for peacekeeping operations.

C. Programme support

Resource requirements (before recosting): $4,055,300

29A.62 The Executive Office of the Department of Management provides central administrative services, support and advice for the Department as a whole, namely the Office of the Under-Secretary-General, the Office of Programme Planning, Budget and Accounts, the Office of Human Resources Management, the Office of Central Support Services, the Office of Information and Communications Technology and the enterprise resource planning project team, in the areas of human resources, budgetary and financial administration, resource planning and general administration. The Office is also responsible for centrally issuing allotments and redeploying funds for all funding sources in the Department of Management and for other offices administered by the Executive Office. Furthermore, the Office provides similar administrative services to the secretariats of the Advisory Committee on Administrative and Budgetary Questions, the Board of Auditors, the Independent Audit Advisory Committee, the Global Compact Office, the Human Security Unit, the United Nations Office for Partnerships, and the liaison offices of the United Nations Office on Drugs and Crime, the United Nations Convention to Combat Desertification and the United Nations Institute for Training and Research in New York. In addition, the Executive Office provides administration of official travel for the members of the Committee for Programme and Coordination, the Independent Audit Advisory Committee and the Committee on Contributions, and for the representatives from least developed countries.

29A.63 The distribution of resources for programme support is reflected in table 29A.22.

Table 29A.22 **Resource requirements: programme support**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	3 825.1	3 825.1	16	16
Non-post	274.2	230.2	–	–
Subtotal	**4 099.3**	**4 055.3**	**16**	**16**
Other assessed[a]	22 993.3	25 823.3	1	1
Extrabudgetary[b]	642.0	642.0	2	2
Total	**27 734.6**	**30 520.6**	**19**	**19**

[a] Includes peacekeeping support account resources centrally administered by the Executive Office for general operating expenses, supplies and materials, and furniture and equipment for the Department of Management as a whole.

[b] Extrabudgetary resources derived from programme support income received as reimbursement for the services provided by the central administration for extrabudgetary activities, funds and programmes, and from technical cooperation reimbursement resources.

29A.64 Post requirements of $3,825,100 would provide for the continuation of 16 posts (1 D-1, 2 P-5, 1 P-4, 1 P-3, 3 General Service (Principal level) and 8 General Service (Other level)) in the Executive Office to support the implementation of mandates under the programme.

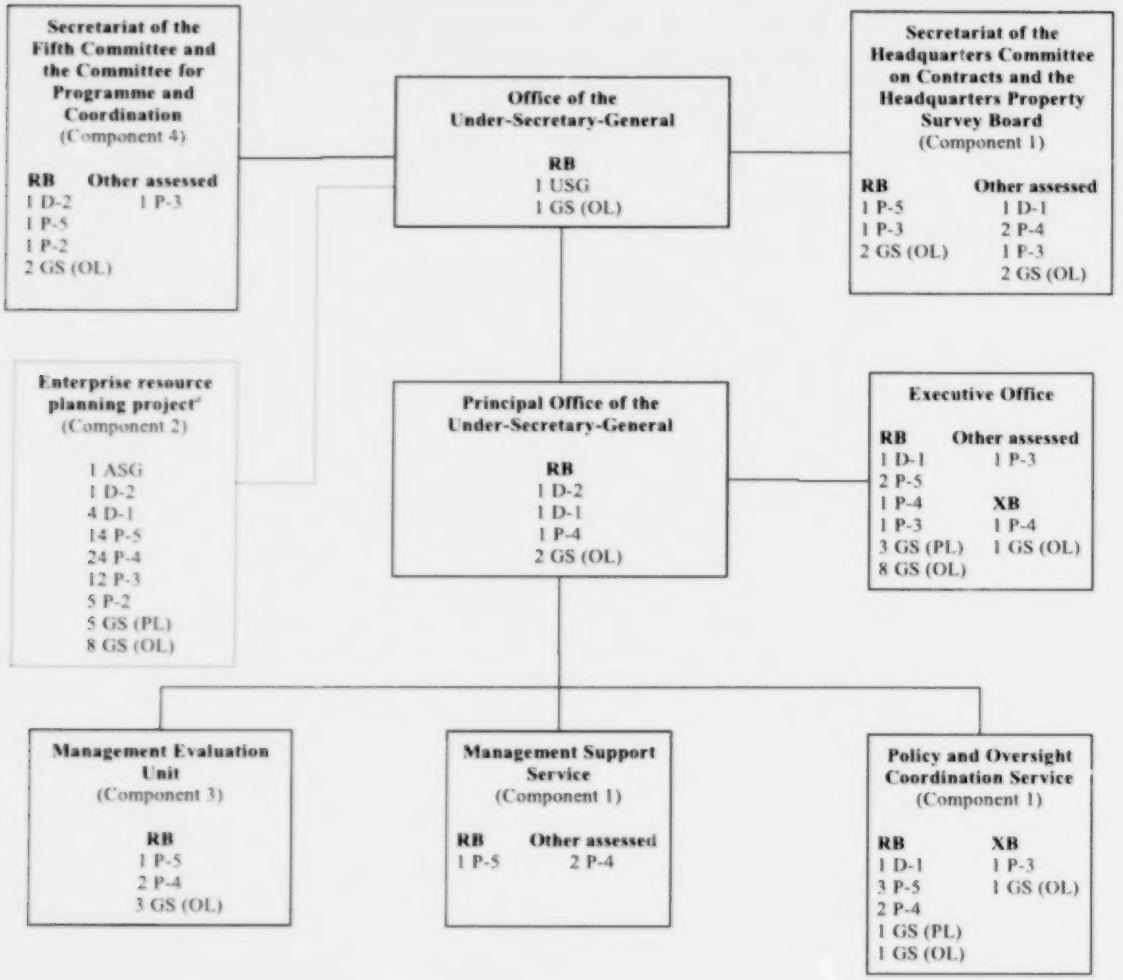
29A.65 Non-post requirements amounting to $230,200 would provide for other staff costs, contractual services, general operating expenses, supplies and materials, and furniture and equipment. The net decrease of $44,000 is primarily attributable to reduced requirements in information technology costs owing to efficiencies that the Office plans to bring about in 2018-2019.

29A.66 Other assessed resources in the amount of $25,823,300 would provide for the continuation of one post (1 P-3) and overall operational costs managed by the Executive Office of the Department of Management funded from the support account for peacekeeping operations.

29A.67 Extrabudgetary resources of $642,000 for operational costs would provide for the continuation of two posts (1 P-4 and 1 General Service (Other level)) for the backstopping services provided by the Executive Office of the Department of Management from the extrabudgetary funding derived from programme support income received as reimbursement for the services provided by the central administration for extrabudgetary activities, funds and programmes, and from technical cooperation reimbursement resources.

Annex I

Organizational structure and post distribution for the biennium 2018-2019



[a] Temporary posts funded jointly from the regular budget, peacekeeping support account and extrabudgetary resources. Depending on the pace of stabilization of Extension 2 deployments, there could be a further drawdown of the number of posts from 74 in 2018 to 60 in 2019 (see A/71/390, para. 146).

Annex II

Summary of follow-up action taken to implement the relevant recommendations of the oversight bodies

Brief description of the recommendation	*Action taken to implement the recommendation*
Board of Auditors (A/71/5 (Vol. I), chap. II)	
The Board recommended that the Administration assess the current status of implementation of the nine recommendations from the working group on results-based management, and report progress made in the next annual progress report on accountability (para. 88).	As stated in the fifth progress report of the Secretary-General on the accountability system in the United Nations Secretariat (A/70/668), the Secretariat will only be able to develop a more detailed plan for implementing results-based management following the completion of Umoja Extension 2. However, the General Assembly, in its resolution 71/283, on progress towards an accountability system in the United Nations Secretariat, noted that the Secretary-General had not included in the sixth progress report on the accountability system in the United Nations Secretariat a detailed plan, with a fixed time frame and clear milestones, for the implementation of results-based management of the regular functioning of the Organization, and reiterated its request that he include such a detailed plan in the seventh progress report. The Secretariat will address these issues in the context of that report.
The Board recommended that the Administration set out a detailed plan for how it can make best use of current resources to improve evaluation across the Secretariat, including the level and types of reviews it needs to undertake, the skills and capacity required to perform them, and how it can learn lessons from existing approaches to cost-effectively support staff to perform self-evaluations through, for example, training staff in standard evaluative tools and techniques (para. 112).	In compliance with paragraph 17 of General Assembly resolution 70/255, in which the Assembly reiterated its request to the Secretary-General to take further, concrete measures to develop capacity for evaluation within the Secretariat programmes, with support provided by the Office of Internal Oversight Services of the Secretariat and external oversight bodies in terms of guidance and methodological advice, the Administration will consult with the United Nations Board of Auditors, the Joint Inspection Unit and the Office of Internal Oversight Services to explore what additional actions can be taken on this matter.
The Board recommended that the Administration develop appropriate project-level risk guidance that supports the wider Secretariat approach to risk management (para. 292).	The Secretariat is developing guidelines on how departments, offices, commissions, missions and tribunals can effectively implement an effective enterprise risk management framework based on the standard policy and methodology. Those guidelines may also be applicable at the project level.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Board recommended that the Administration reassess the realism of the timelines set out in the risk action plans approved in June 2015 (para. 296).	The Administration will reassess the timelines as recommended by the Board.
The Board reiterated its previous recommendation that the Administration develop a detailed implementation plan for all elements of enterprise risk management that sets out a clear timetable, milestones, deliverables and the resources required (para. 303).	The Administration has been implementing enterprise risk management with very limited human resources (one professional level post and one half-time general service level post). Notwithstanding the limited resources, substantive progress has been made in this area as follows: a detailed enterprise risk management policy framework and methodology has already been provided to the enterprise risk management focal points and working group members; enterprise risk management policies and procedures for staff to follow at departmental levels are being prepared; a Secretariat-wide high-level risk assessment has been implemented; an action plan for mitigating these risks is being implemented; and periodic reports on the progress achieved are presented to the Management Committee, acting as the enterprise risk management committee of the Secretariat, on a quarterly basis. In addition, several communication and training activities have been implemented Secretariat-wide to move enterprise risk management efforts forward.
The Board reiterated its previous recommendation that the Administration establish a formal approach to managing and improving operations to enable continuous reform and improvement in departments (para. 329).	The Administration has been using a formal approach to the implementation of reform processes by assigning the oversight role to the Management Committee and establishing steering committees and the definition of processes and project owners with specific functions, responsibilities and reporting procedures.
Advisory Committee on Administrative and Budgetary Questions (A/70/7)	
Notwithstanding the explanation given, it remained unclear to the Advisory Committee why the option of the freezing of recruitment with respect to certain posts was not used in anticipation of efficiency gains in the Executive Office of the Department given that, as indicated in the foreword and introduction to the proposed programme budget for 2016-2017, that option was proposed as an interim measure precisely because of the lack of certainty at that stage	Staff performing human resources transactional functions in the Executive Office of the Department of Management have been co-located in the temporary Headquarters deployment group. Pursuant to General Assembly resolution 71/272 A, the Secretary-General will submit a comprehensive proposal on the global service delivery model to the General Assembly at its seventy-second session. The resources relating to the shared

Brief description of the recommendation	*Action taken to implement the recommendation*
regarding the specific future impact of Umoja. Furthermore, the Committee noted that certain offices under section 29, Management and support services, had been able to identify some efficiencies related to the impact of Umoja and had proposed resource reductions both in the form of abolishments and the freezing of recruitment with respect to certain posts, indicating that in certain cases it was possible to determine with some certainty the functions that would no longer be required following Umoja implementation. The Committee was of the view that the deployment of Umoja would have a significant impact on the work of the Executive Office. It expected that efforts would continue to identify efficiencies and that the budget proposals for 2018-2019 would reflect the full impact of the deployment of Umoja (para. VIII.11).	services, including those of executive offices, are currently under review and being analysed. Thus, it was premature to propose the abolishment of posts in the Executive Office of the Department of Management at this stage, until such time as the detailed proposals are discussed with all stakeholders and finalized.
The Advisory Committee was of the view that the requirements for the conduct of the ethical behaviour survey and the self-assessment exercise should be budgeted under the requirements of the Ethics Office in the future, with reimbursement of the costs of any services being provided by the Office of the Under-Secretary-General for Management (para. VIII.17)	The ethical behaviour survey and self-assessment exercise was discontinued and was replaced with a commitment statement on ethics in the senior managers' compacts and eventually will be subsumed by the statement of internal control. The provision of $22,500 that was budgeted earlier for the ethical behaviour survey and self-assessment exercise is now proposed under Section 29A for consultancy services to support the implementation of an Organization-wide fraud risk assessment as requested by the General Assembly in its resolution 71/283. As indicated above, the Office of the Under-Secretary-General for Management has been implementing enterprise risk management with very limited human resources (one professional level post and one half-time general service level post). It should be noted that fraud risk assessment requires specialized knowledge on anti-fraud and anti-corruption practices. The consultant would provide support for data analytics, identifying anomalies, patterns and trends which will serve as the basis for formulating a fraud risk remediation plan.
The Advisory Committee was of the view that the consideration of the proposals would be facilitated if the various tables provided in the budget fascicle for section 29 included subtotals for the Department of Management at Headquarters (para. VIII.19).	Subtotals for the Department of Management at Headquarters have been added to the budget fascicle for section 29.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Advisory Committee encouraged the Secretary-General to continue to refine the presentation of the budget fascicles under part VIII, Common support services, taking into account the observations and comments made above (para. VIII.21).	Same as above
The Advisory Committee was of the view that, in certain cases, there was a need for greater clarity regarding the specific functions of the Office of the Under-Secretary-General for Management vis-à-vis the other offices of the Department (para. VIII.20).	The fascicle for section 29A has been formulated to provide greater clarity regarding the specific functions of the Office of the Under-Secretary-General for Management.
The Advisory Committee expected that the temporary arrangements introduced for the coordination of the deployment of Umoja Integration (Foundation and Extension 1) in clusters 3 and 4, including deployment groups, deployment boards and changes in reporting lines, would be discontinued after the Umoja implementation, ramp-up and stabilization periods in the respective offices and duty stations, which, the Committee had been informed, were expected as from December 2015 in the case of cluster 3 entities, at which Umoja Integration was deployed on 1 June 2015, and as from April 2016 in the case of cluster 4 entities, at which Umoja Integration was planned for deployment on 1 November 2015 (para. VIII.24).	Detailed updates on the Umoja deployment team at Headquarters were provided in the seventh and eighth progress reports on the enterprise resource planning project (A/70/369 and Corr.1 and 2, and A/71/390).
The Advisory Committee trusted that the Secretary-General would provide a detailed update on the Umoja deployment team at Headquarters and at offices away from Headquarters in his forthcoming seventh progress report on the enterprise resource planning project. The Secretary-General should also provide detailed information on all related costs incurred during the biennium 2014-2015 in the context of the second performance report (para. VIII.25).	Same as above

Annex III

Outputs included in the biennium 2016-2017 not to be delivered in the biennium 2018-2019

Output	*Quantity*	*Reason for discontinuation*
Component 1		
A/70/6 (Sect. 29A) and Corr.1, para. 29A.36 (a) (ii)		
Reports of the Secretary-General concerning the review of the efficiency of the administrative and financial functioning of the United Nations	2	Replaced by progress reports of the Secretary-General on the accountability system in the United Nations Secretariat
Biennial report on United Nations system-wide management improvement	1	Replaced by progress reports of the Secretary-General on the accountability system in the United Nations Secretariat
Total	**3**	

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Proposed programme budget for the biennium 2018-2019*

Part VIII
Common support services

Section 29B
Office of Programme Planning, Budget and Accounts

(Programme 25 of the biennial programme plan for the period 2018-2019)**

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* A summary of the approved programme budget will subsequently be issued as A/72/6/Add.1.

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Overview

Table 29B.1 **Financial resources**

(United States dollars)

Appropriation for 2016-2017	34 706 100
Technical adjustments (removal of non-recurrent requirements and biennial provision of posts)	(274 100)
Other changes	(500 000)
Total resource change	(774 100)
Proposal of the Secretary-General for 2018-2019[a]	33 932 000

[a] At 2016-2017 revised rates.

Table 29B.2 **Post resources**

	Number	*Level*
Regular budget		
Approved for the biennium 2016-2017	118	1 ASG, 3 D-2, 8 D-1, 10 P-5, 18 P-4, 16 P-3, 8 P-2/1, 8 GS (PL), 46 GS (OL)
Redeployment	–	1 P-5, 1 P-4 and 1 GS (OL) from executive direction and management to component 3
Abolishment	(2)	1 P-3 and 1 GS (OL) under component 3
Proposed for the biennium 2018-2019	116	1 ASG, 3 D-2, 8 D-1, 10 P-5, 18 P-4, 15 P-3, 8 P-2/1, 8 GS (PL), 45 GS (OL)

Overall orientation

29B.1 The Office of Programme Planning, Budget and Accounts is responsible for the implementation of the work programme under this section. The programme is guided by the Administrative and Budgetary (Fifth) Committee of the General Assembly and the Committee for Programme and Coordination.

29B.2 The activities programmed under this section fall within subprogramme 2, Programme planning, budget and accounts, of programme 25, Management and support services, of the biennial programme plan for the period 2018-2019.

29B.3 The Office of Programme Planning, Budget and Accounts:

(a) Administers and ensures compliance with the Financial Regulations and Rules of the United Nations, the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, and relevant legislative mandates;

(b) Establishes and applies the budgetary and accounting policies and procedures of the United Nations, in accordance with the Financial Regulations and Rules of the United Nations and relevant standards;

(c) Ensures sound financial management of all resources made available to the Organization, as well as their effective and efficient use, directly or through delegation of authority and/or instructions to other offices of the United Nations at Headquarters and overseas;

Note: The following abbreviations are used in tables and charts: ASG, Assistant Secretary-General; GS, General Service; OL, Other level; PL, Principal level; RB, regular budget; XB, extrabudgetary.

(d) Accounts for and reports to the appropriate authorities on the use made of United Nations financial resources;

(e) Facilitates intergovernmental deliberations by the General Assembly and decision-making bodies on the issues of planning, programming, budgeting and accounts of the Organization;

(f) Oversees the implementation and operations of the financial components of the enterprise resource planning system, Umoja.

29B.4 The Office of Programme Planning, Budget and Accounts carries out its activities in cooperation with other departments and offices of the Secretariat and, as appropriate, other entities of the United Nations system. Such collaboration and cooperation includes the preparation of reports, participation in meetings, briefings, technical and substantive support and the sharing of information and experience.

29B.5 Efforts are ongoing to ensure that activities implemented from all sources of funding are directed at improving internal controls; enhancing risk management; streamlining processes; strengthening financial information and analysis; improving financial management, reporting and accounting; and improving services to meet clients' needs.

29B.6 During the biennium 2018-2019, the Office of Programme Planning, Budget and Accounts will continue to be fully engaged in the further strengthening of the financial modules of the Umoja project, in particular the budget formulation, grantor and donor relations modules (Extension 2), which will complement the existing Umoja functionalities delivered in previous phases (Foundation and Extension 1), ensuring seamless transition across budget planning, implementation and reporting. Having led the implementation of the International Public Sector Accounting Standards (IPSAS) for peacekeeping and all other operations across the Secretariat, with the focus on the timely preparation of the first set of IPSAS-compliant financial statements, the Office will direct its attention during 2018-2019 to the Organization-wide initiative to strengthen internal controls in all peacekeeping and non-peacekeeping entities through the preparation of an annual Statement on Internal Controls, which will accompany the IPSAS-compliant financial statements.

29B.7 On the basis of lessons learned during the IPSAS implementation, the experience gained over three financial periods since the preparation of the first IPSAS-compliant financial statements in 2014, and a review of the residual functions of the IPSAS team, it has become clear that the adoption of IPSAS has permanently increased the workload in the Accounts Division with tasks that were not previously performed. While most of the significant increase in work is anticipated to be absorbed by existing posts in the Accounts Division of the Office of Programme Planning, Budgets and Accounts, there is a need for a core team to handle areas with a high level of integration within finance and across functional areas beyond finance.

29B.8 Furthermore, it will be recalled that the Secretary-General, in his ninth progress report on the adoption of IPSAS by the United Nations (A/71/226), indicated that the IPSAS team as a separate organizational unit would be decommissioned on 31 December 2017. It will be recalled also that in his seventh progress report (A/69/367), the Secretary-General pointed out that beyond the post-implementation phase of the IPSAS project, there would remain a need to maintain a supporting structure within the Organization to lead the long-term sustainability of IPSAS compliance. Accordingly, as of the biennium 2018-2019, the existing three posts (1 P-5, 1 P-4 and 1 General Service (Other level)) in support of the IPSAS sustainability activities will be redeployed and mainstreamed from the Office of the Controller, under executive direction and management, into the functions of component 3, Accounting, contributions and financial reporting.

29B.9 In a system-wide coherence context, the Office of Programme Planning, Budget and Accounts contributes to the Finance and Budget Network and is instrumental in providing input with regard to finance and budget-related issues of common concern to United Nations system organizations as a whole. The Finance and Budget Network covers areas such as international accounting standards, treasury practices, auditing and oversight mechanisms, financial reporting and cost recovery, and is

responsible for providing guidance to jointly financed activities of the United Nations system, including investment management. The efforts made in that context would lead to the harmonization of business practices throughout the United Nations system, including general management issues, to ensure management coherence from the global level to the country level.

29B.10 While the totality of resources available is presented, the proposals herein do not address elements directly related to the support of peacekeeping operations, which are funded from the support account for peacekeeping operations. Details of all the responsibilities of the Office of Programme Planning, Budget and Accounts are included in the most recent Secretary-General's bulletin for the Office.

29B.11 The specific objectives, expected accomplishments and indicators of achievement of the main organizational units of the Office of Programme Planning, Budget and Accounts for the biennium 2018-2019 are detailed, together with resources, under executive direction and management and the programme of work.

Overview of resources

29B.12 The overall resources proposed for the biennium 2018-2019 for this section amount to $33,932,000 before recosting, reflecting a net decrease of $774,100, or 2.2 per cent, compared with the appropriation for the biennium 2016-2017. Resource changes result from three factors, namely: (a) technical adjustments pertaining to the reductions relating to the phased abolishment of posts; (b) changes within and/or across sections; and (c) other resource changes. The proposed resource level provides for the full, efficient and effective implementation of mandates.

29B.13 The distribution of resources is reflected in tables 29B.3 to 29B.5.

Table 29B.3 **Financial resources by component**

(Thousands of United States dollars)

(1) *Regular budget*

				Resource change								
		2014-2015 expenditure	*2016-2017 appropriation*	*Technical adjustment (non-recurrent, biennial provision of posts)*	*New and expanded mandates*	*Within and/or across sections*	*Other*	*Total*	*Percentage*	*Total before recosting*	*Recosting*	*2018-2019 estimate*
A	Executive direction and management	15 815.0	3 372.8	–	–	(1 062.5)	(3.0)	(1 065.5)	(31.6)	2 307.3	61.0	2 368.3
B	Programme of work											
	1 Programme planning and budgeting	10 237.0	9 862.8	–	–	–	–	–	–	9 862.8	287.4	10 150.2
	2 Financial services relating to peacekeeping operations[a]	–	–	–	–	–	–	–	–	–	–	–
	3 Accounting, contributions and financial reporting	18 596.7	17 080.3	(274.1)	–	1 062.5	(464.6)	323.8	1.9	17 404.1	379.4	17 783.5
	4 Treasury services	1 729.0	1 719.3	–	–	–	(6.3)	(6.3)	(0.4)	1 713.0	46.4	1 759.4
	5 Financial information operations	2 876.6	2 670.9	–	–	–	(26.1)	(26.1)	(1.0)	2 644.8	85.8	2 730.6
	Subtotal, B	**33 439.3**	**31 333.3**	**(274.1)**	**–**	**1 062.5**	**(497.0)**	**291.4**	**0.9**	**31 624.7**	**799.0**	**32 423.7**
	Subtotal, 1	**49 254.3**	**34 706.1**	**(274.1)**	**–**	**–**	**(500.0)**	**(774.1)**	**(2.2)**	**33 932.0**	**860.0**	**34 792.0**

(2) *Other assessed*

		2014-2015 expenditure	*2016-2017 estimate*	*2018-2019 estimate*
A	Executive direction and management	6 062.7	4 776.5	725.8
B	Programme of work			
	2 Financial services relating to peacekeeping operations	11 443.9	12 734.2	12 706.0
	3 Accounting, contributions and financial reporting	14 082.2	15 057.9	15 126.9
	4 Treasury services	3 641.3	3 305.5	3 051.1
	5 Financial information operations	3 758.1	3 244.6	3 284.7
	Subtotal, B	**32 925.5**	**34 342.2**	**34 168.7**
	Subtotal, 2	**38 988.2**	**39 118.7**	**34 894.5**

(3) *Extrabudgetary*

		2014-2015 expenditure	*2016-2017 estimate*	*2018-2019 estimate*
A	Executive direction and management	1 682.6	1 928.6	1 925.1
B	Programme of work			
	1 Programme planning and budgeting	2 621.0	3 763.1	3 763.1
	2 Financial services relating to peacekeeping operations	145.5	416.1	416.1
	3 Accounting, contributions and financial reporting	10 408.7	17 329.2	14 279.4
	4 Treasury services	1 262.5	1 427.5	1 424.8
	5 Financial information operations	5 451.7	5 590.5	5 610.9
	Subtotal, B	**19 889.4**	**28 526.4**	**25 494.3**
	Subtotal, 3	**21 572.0**	**30 455.0**	**27 419.4**
	Total	**109 814.5**	**104 279.8**	**97 105.9**

[a] Resource requirements financed exclusively by the support account for peacekeeping operations and extrabudgetary resources in support of substantive activities.

Table 29B.4 **Post requirements**

Category	Established regular budget		Temporary: Regular budget		Temporary: Other assessed[a]		Temporary: Extrabudgetary[b]		Total	
	2016-2017	2018-2019	2016-2017	2018-2019	2016-2017	2018-2019	2016-2017	2018-2019	2016-2017	2018-2019
Professional and higher										
ASG	1	1	–	–	–	–	–	–	1	1
D-2	3	3	–	–	1	1	–	–	4	4
D-1	8	8	–	–	1	1	–	–	9	9
P-5	10	10	–	–	6	6	10	9	26	25
P-4/3	34	33	–	–	52	52	28	26	114	111
P-2/1	8	8	–	–	3	3	2	2	13	13
Subtotal	**64**	**63**	**–**	**–**	**63**	**63**	**40**	**37**	**167**	**163**
General service										
Principal level	8	8	–	–	4	4	9	9	21	21
Other level	46	45	–	–	40	40	36	36	122	121
Subtotal	**54**	**53**	**–**	**–**	**44**	**44**	**45**	**45**	**143**	**142**
Total	**118**	**116**	**–**	**–**	**107**	**107**	**85**	**82**	**310**	**305**

[a] Includes posts exclusively funded by the support account for peacekeeping operations.

[b] Includes a total of 82 posts for extrabudgetary programme planning, budgeting and accounts activities as follows: programme support for extrabudgetary activities and technical cooperation (7 P-5, 8 P-4, 9 P-3, 6 General Service (Principal level) and 26 General Service (Other level)); programme support for extrabudgetary administrative structures (2 P-5, 1 P-4, 4 P-3, 2 P-2, 1 General Service (Principal level), 6 General Service (Other level)); United Nations Fund for International Partnerships (1 General Service (Other level)); and the Tax Equalization Fund (1 P-4, 3 P-3, 2 General Service (Principal level) and 3 General Service (Other level)).

Table 29B.5 **Distribution of resources by component**

(Percentage)

	Regular budget	Other assessed	Extrabudgetary
A. Executive direction and management	6.8	2.1	7.0
B. Programme of work			
1. Programme planning and budgeting	29.1	–	13.7
2. Financial services relating to peacekeeping operations	–	36.4	1.5
3. Accounting, contributions and financial reporting	51.3	43.4	52.1
4. Treasury services	5.0	8.7	5.2
5. Financial information operations	7.8	9.4	20.5
Subtotal, B	**93.2**	**97.9**	**93.0**
Total	**100.0**	**100.0**	**100.0**

Technical adjustments

29B.14 Resource changes reflecting a decrease of $274,100 under posts relate to the removal of provisions for the phased abolishment of posts approved by the General Assembly in its resolution 70/247.

Changes within and/or across section(s)

29B.15 Resource changes under post and non-post resources relate to the redeployment of three posts (1 P-5, 1 P-4 and 1 General Service (Other level)) in connection with the transfer of the IPSAS

sustainability activities from the Office of the Controller, under executive direction and management, to component 3, Accounting, contributions and financial reporting.

Other changes

29B.16 Resource changes reflect a reduction of $500,000, made possible from efficiencies that the Office plans to bring about in the biennium 2018-2019. The proposed reduction is a result of the efforts of the Office to apply the anticipated Umoja efficiencies presented in the eighth progress report of the Secretary-General on the enterprise resource planning project (A/71/390) to individual day-to-day operations. The Umoja efficiencies set out in the eighth progress report were based on the Organization's experience with the system, anticipated future changes, including future roll-outs, a global review of end-to-end processes, the retirement of legacy systems and improvements to business process and planning capabilities. Efficiencies were expressed, inter alia, as the dollar value of a full-time equivalent, where applicable. Further information on the approach is provided in the foreword and introduction of the proposed programme budget for the biennium 2018-2019.

29B.17 For the Office of Programme Planning, Budget and Accounts, this translates to post and non-post reductions of $500,000 which fall under executive direction and management ($3,000) and programme of work ($497,000), specifically under components 3, 4 and 5.

Other assessed and extrabudgetary resources

29B.18 Projected other assessed and extrabudgetary resources amounting to $62,313,900 would support the Office in the implementation of its programme of work and complement resources from the programme budget. The projected level includes $34,894,500 from the support account for peacekeeping operations and $27,419,400 from extrabudgetary resources, which represents a decrease of $7,259,800, or 10.4 per cent, compared with the level of projected resources in the biennium 2016-2017. The decrease is attributable broadly to lower requirements under the support account and programme support income received as reimbursement for services provided by the central administration for extrabudgetary activities, funds and programmes.

Other information

29B.19 Pursuant to General Assembly resolution 58/269, resources were identified within the available capacity in the Professional and General Service categories for the conduct of monitoring and evaluation in the Office of Programme Planning, Budget and Accounts equivalent to $2,374,300 ($1,991,700 funded from the regular budget, comprising 124 work-months at the Professional level and 23 work-months at the General Service level; $29,300 funded from the support account for peacekeeping operations, comprising 2 work-months at the Professional level; and $353,300 funded from the extrabudgetary resources, comprising 20 work-months at the Professional level and 4 work-months at the General Service level).

29B.20 The Office has carried out periodic reviews and analysis of performance data, as well as client satisfaction surveys conducted at regular intervals within the existing capacity. The reviews have resulted in the automation of various accounting processes, including those pertaining to payroll, income tax, health and life insurance and travel/vendor claims, which has improved monitoring of and efficiency in the delivery of client services. The programme will also rely on a careful and comprehensive review of audit opinions of the Board of Auditors, the Office of Internal Oversight Services (OIOS) and the Joint Inspection Unit.

A. Executive direction and management

Resource requirements (before recosting): $2,307,300

29B.21 The Assistant Secretary-General, Controller, is responsible for all the activities of the Office of Programme Planning, Budget and Accounts and supervises five organizational entities, namely, the

Programme Planning and Budget Division, the Peacekeeping Financing Division, the Accounts Division, the Treasury and the Financial Information Operations Service. The Assistant Secretary-General, Controller, administers, as delegated, the Financial Regulations and Rules of the United Nations and ensures compliance therewith; advises the Secretary-General and the Under-Secretary-General for Management on policy matters with respect to the budget, plans, work programmes and finances of the United Nations; represents the Secretary-General in the committees of the General Assembly, the Advisory Committee on Administrative and Budgetary Questions and the Committee for Programme and Coordination in the presentation of the budget outline, the biennial programme budgets, the budgets of the International Tribunals, the strategic framework, the United Nations capital master plan budget and the peacekeeping budgets and budget performance reports; represents the Secretary-General in other bodies and working groups of the United Nations system and in other international forums on budgetary and financial matters; establishes budgetary and accounting policies, procedures and guidelines for the Organization, including the issuance of instructions for the preparation of budget and performance reports and establishment of submission deadlines; exercises financial control of the resources of the Organization; and designates and approves staff members whose functions involve significant financial duties, where this authority is to be exercised by the Controller pursuant to existing rules.

29B.22 The Office of the Assistant Secretary-General, Controller, provides assistance in the overall direction, supervision and management of the Office of Programme Planning, Budget and Accounts; discharges responsibilities as delegated to the Assistant Secretary-General, Controller, under the Financial Regulations and Rules of the United Nations; formulates policy papers, reports and guidelines and provides advice on planning, programming and budgetary and accounting matters; evaluates, reviews and formulates the terms and conditions of the delegation of the Controller's authority and responsibility under the Financial Regulations and Rules of the United Nations and monitors the application thereof; reviews and issues framework agreements outlining the terms and conditions of voluntary contributions, including contributions in kind and non-reimbursable loans in compliance with the Financial Regulations and Rules of the United Nations; and coordinates interdepartmental activities relating to planning and programming as well as budgetary and accounting matters.

29B.23 The Deputy Controller at the D-2 level oversees the overall management of the Office of Programme Planning, Budget and Accounts and provides guidance to the financial community of the Organization. The responsibility of the Deputy Controller is to respond to the identified need to improve timeliness and to ensure comprehensive review and approval of administrative actions. This also includes assisting the Controller in discharging his/her overall responsibilities, including responding promptly to and following up on the implementation of oversight recommendations made by OIOS, the Joint Inspection Unit and the Board of Auditors. This enables appropriate burden-sharing between the Controller and the Deputy Controller in addressing the complex and critical financial management issues in a proactive manner.

29B.24 Further to resolution 60/283, by which the General Assembly approved the adoption by the United Nations of IPSAS, the International Public Sector Accounting Standards Implementation Unit was established in the Office of the Assistant Secretary-General, Controller, during the biennium 2006-2007. This responsibility will be embedded into the Accounts Division to mainstream IPSAS policies and procedures for the biennium 2018-2019. In addition, the Office will undertake the initiative to strengthen internal controls in all peacekeeping and non-peacekeeping entities through the preparation of an annual Statement on Internal Controls, which will accompany the IPSAS-compliant financial statements.

Table 29B.6 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To facilitate full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of financial resources of the Organization and management of the programme of work and staff of the Office

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Sound financial management and control in the Organization	Absence of significant adverse audit observations relating to financial management and control [significant adverse audit observations]	Target	–	–	–	–
		Estimate		–	–	–
		Actual			–	–
(b) The programme of work of the Office of Programme Planning, Budget and Accounts is effectively managed and supported by staff and financial resources	Number of days to clear donor, executing agencies, host country and framework agreements	Target	6	6.5	7.5	7
		Estimate		6.5	7	8
		Actual			7	7
(c) Improved financial policies	Assistance provided to clients on application of the Financial Regulations and Rules, policies and procedures [percentage of respondents expressing satisfaction]	Target	90	90	90	90
		Estimate		90	90	88.5
		Actual			90	90
(d) Timely submission of documentation needed for meetings of relevant intergovernmental bodies	Percentage of timely submission of documentation	Target	100			
		Estimate				
		Actual				
(e) Efficiencies achieved in travel costs for the Organization	Increased percentage of air tickets purchased at least two weeks before the commencement of travel	Target	100			
		Estimate				
		Actual				

Outputs

29B.25 During the biennium 2018-2019, the following final outputs will be delivered:

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, including reports thereto (regular budget/ extrabudgetary)	
General Assembly	
Fifth Committee	
Substantive servicing of meetings	
1. Formal meetings of the Committee	30
2. Informal consultations of the Committee	5
Committee for Programme and Coordination	
Substantive servicing of meetings	
3. Formal meetings of the Committee	12
Advisory Committee on Administrative and Budgetary Questions	
Substantive servicing of meetings	
4. Hearings of the Advisory Committee	25

Outputs	*Quantity*
Administrative support services (regular budget/extrabudgetary)	
Overall management	
5. Representation at and convening of meetings with relevant officials of the Secretariat, offices away from Headquarters and United Nations agencies, funds and programmes on issues of common concern	8
Financial management	
6. Policy guidance on receipt, management and analysis of extrabudgetary resources to departments and offices, Member States, donors, United Nations agencies, funds and programmes and governmental and non-governmental organizations	1
7. Expert advice on voluntary contribution financial agreements between the United Nations and, inter alia, Governments, non-governmental organizations and private contributors	1
8. Expert advice and technical assistance to departments and offices on the application of the Financial Regulations and Rules, procedures and policies	1
9. Review and authorization of delegations of authority relating to financial matters, including review and approval of requests for clearance of staff members designated to perform significant functions in the management of financial resources in accordance with Secretary-General's bulletin ST/SGB/2005/7	1
10. Organization and conduct of training workshops on financial matters for Chief Administrative Officers and Chief Finance Officers of various departments, offices and peacekeeping and political missions	4

29B.26 The distribution of resources for executive direction and management is reflected in table 29B.7.

Table 29B.7 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	3 078.4	2 154.7	9	6
Non-post	294.4	152.6	–	–
Subtotal	**3 372.8**	**2 307.3**	**9**	**6**
Other assessed	4 776.5	725.8	2	2
Extrabudgetary	1 928.6	1 925.1	4	4
Total	**10 077.9**	**4 958.2**	**15**	**12**

29B.27 The amount of $2,154,700 under posts, reflecting a decrease of $923,700, would provide for the funding of: (a) three posts (1 ASG, 1 P-5 and 1 General Service (Other level)) in the immediate Office of the Controller; and (b) three posts (1 D-2, 1 P-4 and 1 General Service (Other level)) in the Office of the Deputy Controller to support the implementation of mandates under the programme. The decrease relates to the outward redeployment of three posts (1 P-5, 1 P-4 and 1 General Service (Other level)) in connection with the transfer of the IPSAS sustainability activities to component 3, Accounting, contributions and financial reporting.

29B.28 Non-post requirements amounting to $152,600, reflecting a net decrease of $141,800, would provide for general temporary assistance, overtime, travel of staff, contractual services and other operational expenses. The net decrease relates to the outward redeployment of resources in connection with the transfer of the IPSAS sustainability activities to component 3, Accounting, contributions and financial reporting ($138,800), and a reduction as a result of efficiencies that the Office plans to bring about in the biennium 2018-2019 ($3,000).

29B.29 The Office is supported by projected other assessed resources and extrabudgetary resources amounting to $725,800 and $1,925,100, respectively. Other assessed resources would provide for two posts (1 P-4 and 1 General Service (Other level)) funded from the support account for peacekeeping operations and extrabudgetary resources would provide for four posts (1 P-5 and 3 P-4). The decrease of $4,054,200 compared with the biennium 2016-2017 is attributable to reduced requirements under the support account owing to the discontinuation of general temporary positions, reduction in consultants, and travel in line with the discontinuation of the IPSAS team and the redeployment of IPSAS sustainability activities from executive direction and management to component 3, Accounting, contributions and financial reporting.

B. Programme of work[1]

Table 29B.8 **Resource requirements by component**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
1. Programme planning and budgeting	9 862.8	9 862.8	31	31
2. Financial services relating to peacekeeping operations[a]	–	–	–	–
3. Accounting, contributions and financial reporting	17 080.3	17 404.1	67	68
4. Treasury services	1 719.3	1 713.0	5	5
5. Financial information operations	2 670.9	2 644.8	6	6
Subtotal	**31 333.3**	**31 624.7**	**109**	**110**
Other assessed	34 342.2	34 168.7	105	105
Extrabudgetary	28 526.4	25 494.3	81	78
Total	**94 201.9**	**91 287.7**	**295**	**293**

[a] Resource requirements financed exclusively by the support account for peacekeeping operations.

Component 1
Programme planning and budgeting

Resource requirements (before recosting): $9,862,800

29B.30 Responsibility for programme planning and budgeting is vested in the Programme Planning and Budget Division of the Office of Programme Planning, Budget and Accounts. This component will be implemented in accordance with the strategy detailed under component 1, Programme planning and budgeting, of subprogramme 2, Programme planning, budget and accounts, of programme 25, Management and support services, of the biennial programme plan for the period 2018-2019.

[1] Subprogramme 2 of programme 25 of the biennial programme plan for the period 2018-2019.

Table 29B.9 Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To ensure the effective and efficient formulation of the biennial programme plan, in order to secure its approval and the resources required for the financing of the mandated programmes and activities of the Secretariat and to ensure the efficient and effective administration and management of those resources as well as extrabudgetary resources

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018-2019	*2016-2017*	*2014-2015*	*2012-2013*
(a) Increased contribution to the decision-making process by Member States on issues relating to the biennial programme plan, the programme budget and the budgets of the international criminal tribunals and the International Residual Mechanism for Criminal Tribunals	(i) Increased percentage of reports submitted by the documentation deadlines in order to allow for simultaneous publication in all official languages	Target	100	100	100	100
		Estimate		100	90	89
		Actual			100	80
	(ii) Increased number of Member States expressing satisfaction with the quality of budgetary documents and of the supplementary information provided [percentage of respondents expressing satisfaction]	Budgetary documents				
		Target	100	100	100	100
		Estimate		100	100	95
		Actual			80	76
		Written supplementary documentation				
		Target	100	100	100	100
		Estimate		100	100	85
		Actual			60	63
		Supplementary information provided during deliberations				
		Target	100	100	100	100
		Estimate		100	100	100
		Actual			80	78
	(iii) Increased number of Member States expressing satisfaction with the quality, including standardization, of the biennial programme plan [percentage of respondents expressing satisfaction]	Target	100	100	100	–
		Estimate		100	100	–
		Actual			100	–
(b) Improved management of regular budget, extrabudgetary and International Residual Mechanism for Criminal Tribunals resources	Increased percentage of clients expressing satisfaction with the services received [percentage of respondents expressing satisfaction]	Target	100	100	100	100
		Estimate		100	100	85
		Actual			69	76
(c) Increased transparency and dialogue with Member States in the process of presentation of the biennial programme plan, the programme budget and budgets of the International Residual Mechanism for Criminal Tribunals, in accordance with the Financial Regulations and Rules of the United Nations; the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation; and the relevant General Assembly resolutions	Increased percentage of Member States expressing their satisfaction, in surveys, on transparency and on the dialogue undertaken by the Secretariat in the preparation of the biennial programme plan, the programme budget and the budgets of the International Residual Mechanism for Criminal Tribunals [percentage of respondents expressing satisfaction]	Target	100	100	–	–
		Estimate		100	–	–
		Actual			100	–

External factors

29B.31 Component 1 is expected to achieve its objectives and expected accomplishments on the assumption that outputs and the related workload remain as reflected in the present report.

29B.32 During the biennium, the following outputs will be delivered:

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, including reports thereto (regular budget/ extrabudgetary)	
General Assembly	
Fifth Committee	
Substantive servicing of meetings	
1. Formal meetings of the Committee	50
2. Informal consultations of the Committee	270
Parliamentary documentation	
Report of the Secretary-General on:	
3. Proposed programme outline for the biennium 2020-2021	1
4. Proposed programme budget for the biennium 2020-2021	48
5. Proposed programme budget for the biennium 2020-2021 (short form)	1
6. First performance report on the programme budget for the biennium 2018-2019	1
7. Second performance report on the programme budget for the biennium 2018-2019	1
8. Budget for the International Residual Mechanism for Criminal Tribunals for the biennium 2020-2021	1
9. First performance report on the budget of the International Residual Mechanism for Criminal Tribunals for the biennium 2018-2019	1
10. Second performance report on the budget of the International Residual Mechanism for Criminal Tribunals for the biennium 2018-2019	1
11. Revised estimates for the International Residual Mechanism for Criminal Tribunals for the biennium: effect of changes in rates of exchange and inflation	1
12. Revised estimates resulting from resolutions and decisions adopted by the Economic and Social Council and the Human Rights Council	4
13. Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council (2019, 2020)	16
14. Statement submitted by the Secretary-General on programme budget implications of draft resolutions in accordance with rule 153 of the rules of procedure of the General Assembly	15
15. Oral statements of programme budget implications by the Secretariat arising from the draft resolutions in accordance with rule 153 of the rules of procedure of the General Assembly	185
16. Other ad hoc reports on financial and budgetary matters	20
17. Conference room papers on financial and budgetary matters	2
Committee for Programme and Coordination	
Substantive servicing of meetings	
18. Formal meetings of the Committee	25
19. Informal consultations of the Committee	30
Parliamentary documentation	
Report of the Secretary-General on:	
20. Proposed strategic framework for the period 2020-2021 (plan outline)	1
21. Proposed strategic framework for the biennium 2020-2021 (biennial programme plan)	29
22. Consolidated report on the changes to the biennial programme plan as reflected in the programme budget for the biennium 2018-2019 and the proposed programme budget for the biennium 2020-2021	2

Outputs	*Quantity*
Advisory Committee on Administrative and Budgetary Questions	
Substantive servicing of meetings	
23. Hearings of the Advisory Committee	115
Other services	
24. Technical assistance to the Fifth Committee of the General Assembly and the Committee for Programme and Coordination in the preparation of their reports to the General Assembly (number of reports)	100
25. Briefings for Member States, including new representatives in the Fifth Committee of the General Assembly and the Committee for Programme and Coordination, on programme planning and budgetary matters	6
26. Review of draft resolutions before the intergovernmental bodies and/or their subsidiary organs for potential budgetary implications, including the Human Rights Council and the Economic and Social Council	900
27. Responses to queries of Member States on trust funds, as and when requested	10
28. Written responses to the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee of the General Assembly	5 000
29. Letters to the Advisory Committee on Administrative and Budgetary Questions requesting concurrence with the establishment of extrabudgetary posts/positions at the D-1 and above levels	30
30. Letters to the Advisory Committee on Administrative and Budgetary Questions reporting the extrabudgetary posts/positions at the D-1 and above levels approved by the Controller in a calendar year	2
31. Informal advice during sessions of substantive committees of the General Assembly on potential budgetary implications	30
32. Supplementary financial information for the Advisory Committee on Administrative and Budgetary Questions on:	
33. Proposed programme budget for the biennium 2020-2021	40
34. Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council (2019, 2020)	10
Administrative support services (regular budget/extrabudgetary)	
Programme planning, budget and accounts	
35. Monthly monitoring of the regular budget, the budget of the Residual Mechanism and extrabudgetary resources	24
36. Processing of requests to incur unforeseen and extraordinary expenses	30
37. Review and analysis of annual cost plans and other proposals relating to extrabudgetary financing	54
38. Establishment and revision of budget costing parameters (number of times)	4
39. Update and maintenance of vacancy statistics (number of times)	24
40. Determination of troop cost reimbursement to Governments for troops provided to special political missions (number of times)	8
41. Expert advice and guidance on budgetary issues to departments and offices on the application of policies related to the programme planning and budget	125
42. Expert advice and guidance on budgetary issues for the Residual Mechanism and other special courts or tribunals	24

29B.33 The distribution of resources for component 1 is reflected in table 29B.10.

Table 29B.10 **Resource requirements: component 1**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	9 436.1	9 436.1	31	31
Non-post	426.7	426.7	–	–
Subtotal	**9 862.8**	**9 862.8**	**31**	**31**
Other assessed	–	–	–	–
Extrabudgetary	3 763.1	3 763.1	10	10
Total	**13 625.9**	**13 625.9**	**41**	**41**

29B.34 The amount of $9,436,100 under posts would provide for the continuation of 31 posts (1 D-2, 3 D-1, 2 P-5, 8 P-4, 7 P-3, 2 P-2, 2 General Service (Principal level) and 6 General Service (Other level)), and non-post requirements amounting to $426,700 would provide for general temporary assistance, overtime, travel of staff, contractual services and other operational expenses, to support the implementation of mandates under the programme.

29B.35 The component is supported by estimated extrabudgetary resources amounting to $3,763,100 and provides for the continuation of 10 posts (3 P-5, 2 P-4 and 5 General Service (Other level)), to service intergovernmental bodies and related meetings, provide support in financial and budgetary issues and prepare parliamentary documentation.

Component 2
Financial services relating to peacekeeping operations

Resource requirements: financed mainly by the support account for peacekeeping operations

29B.36 Component 2 is the responsibility of the Peacekeeping Financing Division of the Office of Programme Planning, Budget and Accounts. The component will be implemented in accordance with the strategy detailed under component 2, Financial services relating to peacekeeping operations, of subprogramme 2, Programme planning, budget and accounts, of programme 25, Management and support services, of the biennial programme plan for the period 2018-2019.

Table 29B.11 **Objectives for the biennium, expected accomplishments and indicators of achievement**

Objective of the Organization: To secure the resources for the financing of peacekeeping operations and to ensure the efficient and effective administration and management of peacekeeping operations

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Contribute to fully informed decision-making process by Member States on issues relating to peacekeeping	Increased percentage of budget and budget performance reports submitted by the documentation deadlines in order to allow for simultaneous publication in all official languages	Target	97	97	97	97
		Estimate		97	97	97
		Actual			95	91
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Liabilities for troops do not exceed three months [number of months]	Target	3	3	3	3
		Estimate		3	3	3
		Actual			3	3

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures 2018-2019	2016-2017	2014-2015	2012-2013
	(ii) Increased percentage of clients expressing satisfaction with the services received [percentage of respondents expressing satisfaction]	Target	90	95	90	90
		Estimate		90	90	90
		Actual			82	–

External factors

29B.37 Component 2 is expected to achieve its objectives and expected accomplishments on the assumption that: (a) the timing and nature of mandates approved by the Security Council that frame the establishment, expansion and scope and scale of activities of individual peacekeeping operations, and consequently their related resource requirements, follow normal patterns; and (b) assessments are paid promptly.

Outputs

29B.38 During the biennium, the following outputs will be delivered:

Outputs	Quantity
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget and other assessed resources)	
General Assembly	
Fifth Committee	
Substantive servicing of meetings	
1. Formal meetings of the Committee	30
2. Informal consultations of the Committee	120
Advisory Committee on Administrative and Budgetary Questions	
Substantive servicing of meetings	
3. Hearings of the Advisory Committee	100
Parliamentary documentation	
Reports of the Secretary-General on:	
4. Budget for United Nations peacekeeping operations for the periods from 1 July 2018 to 30 June 2019 and from 1 July 2019 to 30 June 2020	26
5. Budget performance of the United Nations peacekeeping operations for the periods from 1 July 2017 to 30 June 2018 and from 1 July 2018 to 30 June 2019	27
6. Updated financial position of closed peacekeeping missions as at 30 June 2018 and 2019	2
7. Final disposition of assets of peacekeeping missions in liquidation	2
8. Final performance report of peacekeeping missions in liquidation	1
9. Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations	14
Notes by the Secretary-General on:	
10. Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations	4
Other services	
11. Supplementary financial information for the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee of the General Assembly	40
12. Discussions with Member States, including troop-contributing countries, on financial matters with regard to peacekeeping operations and liabilities of missions	20

Outputs	*Quantity*
13. Written responses to the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee of the General Assembly	4 000
Administrative support services (regular budget/other assessed resources)	
Financial services relating to peacekeeping activities	
14. Issuance and revision of allotments and staffing table authorizations	1 000
15. Weekly monitoring of the cash position for special accounts of peacekeeping operations and utilization of the Peacekeeping Reserve Fund	104
16. Expert advice and guidance to peacekeeping operations, the Regional Service Centre in Entebbe, Uganda, the United Nations Logistics Base at Brindisi, Italy, and Headquarters departments and offices on the formulation of budget proposals and performance reports, including on the Financial Regulations and Rules of the United Nations, policies and procedures, results-based budgeting and recommendations of legislative bodies	20
17. Visits to peacekeeping missions to provide strategic advice and assistance on budgetary and financial matters	12
18. Organization and conduct of videoconferences with peacekeeping operations, the Regional Service Centre in Entebbe, Uganda, and the United Nations Logistics Base at Brindisi, Italy, and in-person meetings with Headquarters departments and offices, as and when required, on pending budget assumptions and justification issues during the performance and budget report finalization phase	20
19. Financial reports to donors on peacekeeping trust funds	20

Table 29B.12 **Resource requirements: component 2**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Other assessed	12 734.2	12 706.0	35	35
Extrabudgetary	416.1	416.1	2	2
Total	**13 150.3**	**13 122.1**	**37**	**37**

29B.39 The resource requirements of the Division are financed from the support account for peacekeeping operations and extrabudgetary resources amounting to $12,706,000 and $416,100, respectively. The resources would provide for 35 posts (1 D-2, 1 D-1, 4 P-5, 12 P-4, 9 P-3 and 8 General Service (Other level)) under the support account for peacekeeping operations and 2 posts (General Service (Other level)) funded from extrabudgetary resources. The proposed budget for the support account for peacekeeping operations (A/71/806) is to be considered by the General Assembly at the second part of its resumed seventy-first session, in May 2017.

Component 3
Accounting, contributions and financial reporting

Resource requirements (before recosting): $17,404,100

29B.40 Substantive responsibility for this component is vested within the Accounts Division of the Office of Programme Planning, Budget and Accounts. The component will be implemented in accordance with the strategy detailed under component 3, Accounting, contributions and financial reporting, of subprogramme 2, Programme planning, budget and accounts, of programme 25, Management and support services, of the biennial programme plan for the period 2018-2019.

29B.41 Emphasis will be placed on leveraging technology to improve the processing of financial transactions, client services and the quality and availability of timely and accurate financial information, as well as the preparation of the financial statements using Umoja. The Division will

participate actively in the development of Umoja Extension 2 and the strengthening of internal controls and monitoring tools in the finance and accounting area. It will also prepare an annual Statement on Internal Controls, which will accompany the IPSAS-compliant financial statements; this will involve designing the underlying assurance process, and the development and deployment of evidence-based self-assessment checklists as well as assurance statements to be completed by all peacekeeping heads of mission and non-peacekeeping programme managers. The Division will continue to carry out activities aimed at ensuring the sustainability of IPSAS-compliant accounting and reporting. It will provide effective support to the Committee on Contributions and the General Assembly in the process of reaching agreement on the scale of assessments for the period 2019-2021 and on the basis for financing peacekeeping activities for that period and will ensure the timely issuance of assessments and information on the status of assessed contributions. The Division will continue to ensure the proper application of the Financial Regulations and Rules of the United Nations and of established policies and procedures relating to accounting matters.

Table 29B.13 **Objectives for the biennium, expected accomplishments and indicators of achievement**

Objective of the Organization: To further improve the quality of financial statements and client satisfaction with services provided, to secure financing for the expenses of the Organization pursuant to Article 17 of the Charter of the United Nations and to improve the application of related decisions

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018-2019	*2016-2017*	*2014-2015*	*2012-2013*
(a) Improved integrity of financial data	(i) Unqualified audit opinion of the Board of Auditors on financial statements compliant with IPSAS [positive (1), modified (2) or qualified (3) audit opinion]	Target	1	1	1	1
		Estimate		1	1	1
		Actual			1	1
	(ii) No significant adverse audit findings related to other financial matters	Target	4	4	2	2
		Estimate		4	6	2
		Actual			5	2
(b) Increased utilization of resources by departments	(i) Increased percentage of payments processed and transactions recorded within 30 days of receipt of all appropriate documents	Target	95	95	90	90
		Estimate		95	90	90
		Actual			90	95
	(ii) Daily reconciliation of bank accounts [percentage of Headquarters bank accounts]	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(c) Increased benefits for the Organization as it pertains to health and property coverage	Increased number of policies reflecting improvements or beneficial adjustments made to terms of insurance policies	Target	2	2	2	2
		Estimate		2	2	2
		Actual			3	3
(d) Improved decision-making process by Member States on issues related to the scale of assessments, the basis for financing peacekeeping activities and the status of contributions	(i) Maintenance of the percentage of monthly reports on the status of contributions issued by the end of the following month	Target	100	100	95	95
		Estimate		100	100	90
		Actual			100	95
	(ii) All documentation relating to the scale of assessments submitted by the documentation deadlines [percentage]	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

External factors

29B.42 Component 3 is expected to achieve its objectives and expected accomplishments on the assumption that the relevant information is complete and is submitted for processing without delay and that there are no major outages or malfunctions in the computerized systems, including Umoja.

Outputs

29B.43 During the biennium, the following outputs will be delivered:

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget)	
General Assembly	
Fifth Committee	
Substantive servicing of meetings	
1. Formal meetings of the Committee	10
2. Informal consultations of the Committee	25
Committee on Contributions	
Substantive servicing of meetings	
3. Formal meetings of the Committee	32
4. Informal consultations of the Committee	8
Parliamentary documentation	
5. Annual and biennial financial reports	3
6. Report of the Secretary-General on the multi-year payment plans	2
7. Report of the Secretary-General on the implementation of General Assembly resolutions 55/235 and 55/236	1
8. Report of the Secretary-General on the financial situation of the United Nations	4
9. Documents related to the provisional agenda and the organization of the sessions of the Committee on Contributions; collection of contributions; review of the methodology for the preparation of future scales of assessments; and national accounts data and related statistics	10
10. Conference room papers on matters related to the organization of the sessions of the Committee on Contributions, the review of the methodology for the preparation of future scales of assessments, the collection of contributions and the application of Article 19 of the Charter of the United Nations	110
Other substantive activities (regular budget/extrabudgetary)	
Technical materials	
11. Monthly reports on the status of contributions	24
12. Documents on the assessment of the contributions of Member States to the United Nations, including for the regular budget, advances to the Working Capital Fund, financing of the peacekeeping operations and financing of the International Tribunals	36
13. Ad hoc information about the scale of assessments, peacekeeping financing, the status of contributions and related issues, on request, to Member States, organizations of the United Nations system and other international organizations, non-governmental organizations and the public	1
International cooperation and inter-agency coordination and liaison (regular budget/extrabudgetary)	
Contribution to joint outputs	
14. Information materials for the annual United Nations Pledging Conference for Development Activities, and assistance in recording and tabulating results, including necessary follow-up	2

Outputs	*Quantity*
Administrative support services (regular budget)	
Financial accounting and reporting	
15. Financial statements for the funds of the regular budget, peacekeeping operations, trust funds, technical cooperation activities, operations established by the Security Council and other special purpose funds	1 500
16. Expert advice on accounting and financial matters and related systems to departments and offices, including offices away from Headquarters and peacekeeping missions	1
17. Development of new cost-effective accounting policies, practices and procedures, as appropriate	1
18. Organization and conduct of annual training workshops on financial matters and on IPSAS development for Chief Finance Officers and Chief Administrative Officers of various departments, offices and peacekeeping and political missions	2
19. Organization and conduct of regional training workshops for operations managers and finance officers in connection with the deployment of the internal control framework and the preparation of a Statement on Internal Controls	3
20. Monthly payment of salaries and related allowances and other benefits (number of staff per month)	15 000
21. Processing of income tax reimbursements (number of tax reimbursements)	40 000
22. Payments to staff upon separation from the Organization (number of staff)	2 400
23. Payments to vendors and other contractors (number of invoices)	40 000
24. Processing of travel claims (number of claims)	20 000
25. Reports and statements of earnings, including annual United Nations Joint Staff Pension Fund reports and schedules for the entire United Nations Secretariat	404 000
26. Overall coordination of payroll-related tasks within Umoja	1
27. Management and coordination of all life, health, property and liability insurance activities, including study of alternative insurance plan structures, as needed (number of insurances)	15
28. Issuance of assessment calculations for contributions of Member States for the regular budget, peacekeeping operations, the International Tribunals, and calculations for credits for peacekeeping operations, and advances to the Working Capital Fund	80
29. Information for and responses to the Board of Auditors on matters related to accounting, contributions, payroll and insurance	1

Table 29B.14 **Resource requirements: component 3**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	15 975.6	16 170.0	67	68
Non-post	1 104.7	1 234.1	–	–
Subtotal	**17 080.3**	**17 404.1**	**67**	**68**
Other assessed	15 057.9	15 126.9	53	53
Extrabudgetary	17 329.2	14 279.4	52	49
Total	**49 467.4**	**46 810.4**	**172**	**170**

29B.44 The amount of $16,170,000 under posts, reflecting a net increase of $194,400, would provide for the funding of 68 posts (1 D-2, 3 D-1, 3 P-5, 8 P-4, 7 P-3, 6 P-2, 6 General Service (Principal level) and 34 General Service (Other level)) to support the implementation of mandates under the programme. The net increase is attributable to the: (a) inward redeployment of three posts (1 P-5, 1 P-4 and 1 General Service (Other level)) in connection with the transfer of the IPSAS sustainability activities from the Office of the Controller, under executive direction and

management ($923,700); offset in part by (b) removal of provisions for the phased abolishment of posts approved by the General Assembly in its resolution 70/247 ($274,100); and (c) proposed abolishment of two posts (1 P-3 and 1 General Service (Other level)) as a result of efficiencies that the Division plans to bring about in the biennium 2018-2019 ($455,200).

29B.45 Non-post requirements amounting to $1,234,100, reflecting a net increase of $129,400, would provide for general temporary assistance, overtime, travel of staff, contractual services and other operational expenses. The net increase relates to the inward redeployment of resources in connection with the transfer of the IPSAS sustainability activities from the Office of the Controller, under executive direction and management ($138,800), offset in part by the proposed reduction of $9,400 as a result of efficiencies that the Division plans to bring about in the biennium 2018-2019.

29B.46 Component 3 is supported by projected other assessed and extrabudgetary resources amounting to $15,126,900 and $14,279,400, respectively. Other assessed resources would provide for the continuation of 53 posts (1 P-5, 12 P-4, 11 P-3, 1 P-2, 2 General Service (Principal level) and 26 General Service (Other level)) funded from the support account for peacekeeping operations. Extrabudgetary resources would provide for 49 posts (4 P-5, 2 P-4, 9 P-3, 2 P-2, 8 General Service (Principal level) and 24 General Service (Other level)). The overall decrease under other assessed and extrabudgetary resources in the amount of $2,980,800 compared with the biennium 2016-2017 relates broadly to a reduction of resources for programme support for extrabudgetary administrative structures and for substantive activities.

Component 4
Treasury services

Resource requirements (before recosting): $1,713,000

29B.47 Component 4 is the responsibility of the Treasury of the Office of Programme Planning, Budget and Accounts. It will be implemented in accordance with the strategy detailed under component 4, Treasury services, of subprogramme 2, Programme planning, budget and accounts, of programme 25, Management and support services, of the biennial programme plan for the period 2018-2019.

Table 29B.15 **Objectives for the biennium, expected accomplishments and indicators of achievement**

Objective of the Organization: To ensure the prudent stewardship of funds

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018-2019	*2016-2017*	*2014-2015*	*2012-2013*
(a) Secured funds management	(i) Safeguarding principal of investments	Target	100	100		
		Estimate		100		
	[percentage of principal receipts that are on time]	Actual			100	
	(ii) Funds are available to meet obligations	Target	100	100		
		Estimate		100	100	
	[percentage of time funds are available]	Actual			100	
	(iii) Return on the United States dollar investment pool is equal to or above the average 90-day United States Treasury bill rate of return	Target	0.88	0.55	0.50	1.5
		Estimate		0.88	0.55	0.40
		Actual			0.66	0.63
	The actual average 90-day United States Treasury bill rate of return for 2014-2015 was 0.3%					
	[percentage rate of return]					

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(b) Improved efficiency, timeliness and security of payments	All payments processed through the house banks [percentage of payments processed through the house banks]	Target	100	100		
		Estimate		100		
		Actual				

External factors

29B.48 The Treasury is expected to achieve its objective and expected accomplishments based on current levels of interest rates. Economic conditions beyond the control of the Treasury could lead to an adverse change in interest rates, consequently reducing the actual return on investments.

Outputs

29B.49 During the biennium, the following outputs will be delivered:

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget, other assessed and extrabudgetary)	
Investments Committee	
Substantive servicing of meetings	
1. Meetings of the Committee	4
Administrative support services (regular budget, other assessed and extrabudgetary)	
2. Administration of bank accounts worldwide, including maintenance of bank account signatory panels and establishment of banking arrangements for offices away from Headquarters, regional economic commissions and special political missions, as required (number of bank accounts maintained)	300
3. Assessment of global cashier functions and approval of regional cashiers (number of cashiers)	30
4. Support to global cashier function (number of cashiers)	129
5. Maintenance of sufficient cash balances for daily requirements through daily monitoring of balances of the United Nations bank accounts (number of bank accounts)	300
6. Daily management of currencies to meet cash requirements (number of foreign exchange transactions)	1 900
7. Recording of miscellaneous incoming funds (number of receipts)	480
8. Update and maintenance of banking details of, inter alia, vendors, employees and Member States (number of records)	26 500
9. Investment of pooled funds in line with the United Nations Investment Management Guidelines, with the goal of preserving capital, managing risk and ensuring sufficient liquidity to meet operational requirements while earning a competitive rate of return for the regular budget, peacekeeping operations, general trust funds, technical cooperation funds, the escrow account and other funds (number of investment settlements)	1 060
10. Processing of payments for United Nations Headquarters-managed house bank accounts in a secure and timely manner (number of payments)	720 000
11. Establishment of United Nations operational rates of exchange (number of times)	24

Table 29B.16 **Resource requirements: component 4**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	1 609.9	1 609.9	5	5
Non-post	109.4	103.1	–	–
Subtotal	**1 719.3**	**1 713.0**	**5**	**5**
Other assessed	3 305.5	3 051.1	9	9
Extrabudgetary	1 427.5	1 424.8	5	5
Total	**6 452.3**	**6 188.9**	**19**	**19**

29B.50 Resources amounting to $1,609,900 under posts would provide for the continuation of five posts (1 D-1, 2 P-5 and 2 General Service (Other level)) to support the implementation of mandates under the programme.

29B.51 Non-post requirements of $103,100, reflecting a decrease of $6,300, would provide for travel of staff, contractual services and other operational expenses. The proposed reduction results from efficiencies that the Treasury plans to bring about in the biennium 2018-2019.

29B.52 Component 4 is supported by projected other assessed and extrabudgetary resources amounting to $3,051,100 and $1,424,800, respectively. Other assessed resources would provide for nine posts (1 P-5, 3 P-4, 1 P-3, 1 P-2, 1 General Service (Principal level) and 2 General Service (Other level)) funded from the support account for peacekeeping operations, and five posts (1 P-4, 1 P-3 and 3 General Service (Other level)) funded from extrabudgetary resources.

Component 5
Financial information operations

Resource requirements (before recosting): $2,644,800

29B.53 Component 5 is the responsibility of the Financial Information Operations Service of the Office of Programme Planning, Budget and Accounts.

Outputs

29B.54 During the biennium, the following outputs will be delivered:

Outputs	*Quantity*
Administrative support services (regular budget/other assessed resources)	
1. Support for post-implementation of Umoja finance processes, including manual bank statements, bank reconciliation, financial statements, payroll and contributions	1
2. Organization and conduct of business intelligence training on finance, human resources and procurement (number of training courses)	40
3. Administration of the tax reimbursement systems (number of taxpayers across United Nations common system)	7 500
4. Development, update and maintenance of ad hoc financial applications (number of applications)	8
5. Update and maintenance of SWIFT and payment data for global United Nations payments (number of payments supported)	130 000
6. Update and maintenance of Umoja master data (number of work orders for the coding block and for service delivery)	3 900

Outputs	Quantity
7. Update, maintenance and operation of budget information system and management of data structure, data input and system control	1
8. Substantive support to departments and offices on business analysis, including reviewing and re-engineering business processes	1
9. Systems liaison with other Headquarters systems, including provision and management of access to tools, roll-outs of ad hoc applications and coordination/troubleshooting of payments	1
10. Update and maintenance of user access provisioning for finance user access to Umoja, including administration of delegation of authority for finance roles (number of user access provisioning requests)	2 400

Table 29B.17 **Resource requirements: component 5**

	Resources (thousands of United States dollars)		Posts	
	2016-2017	2018-2019 (before recosting)	2016-2017	2018-2019
Regular budget				
Post	2 091.4	2 091.4	6	6
Non-post	579.5	553.4	–	–
Subtotal	**2 670.9**	**2 644.8**	**6**	**6**
Other assessed	3 244.6	3 284.7	8	8
Extrabudgetary	5 590.5	5 610.9	12	12
Total	**11 506.0**	**11 540.4**	**26**	**26**

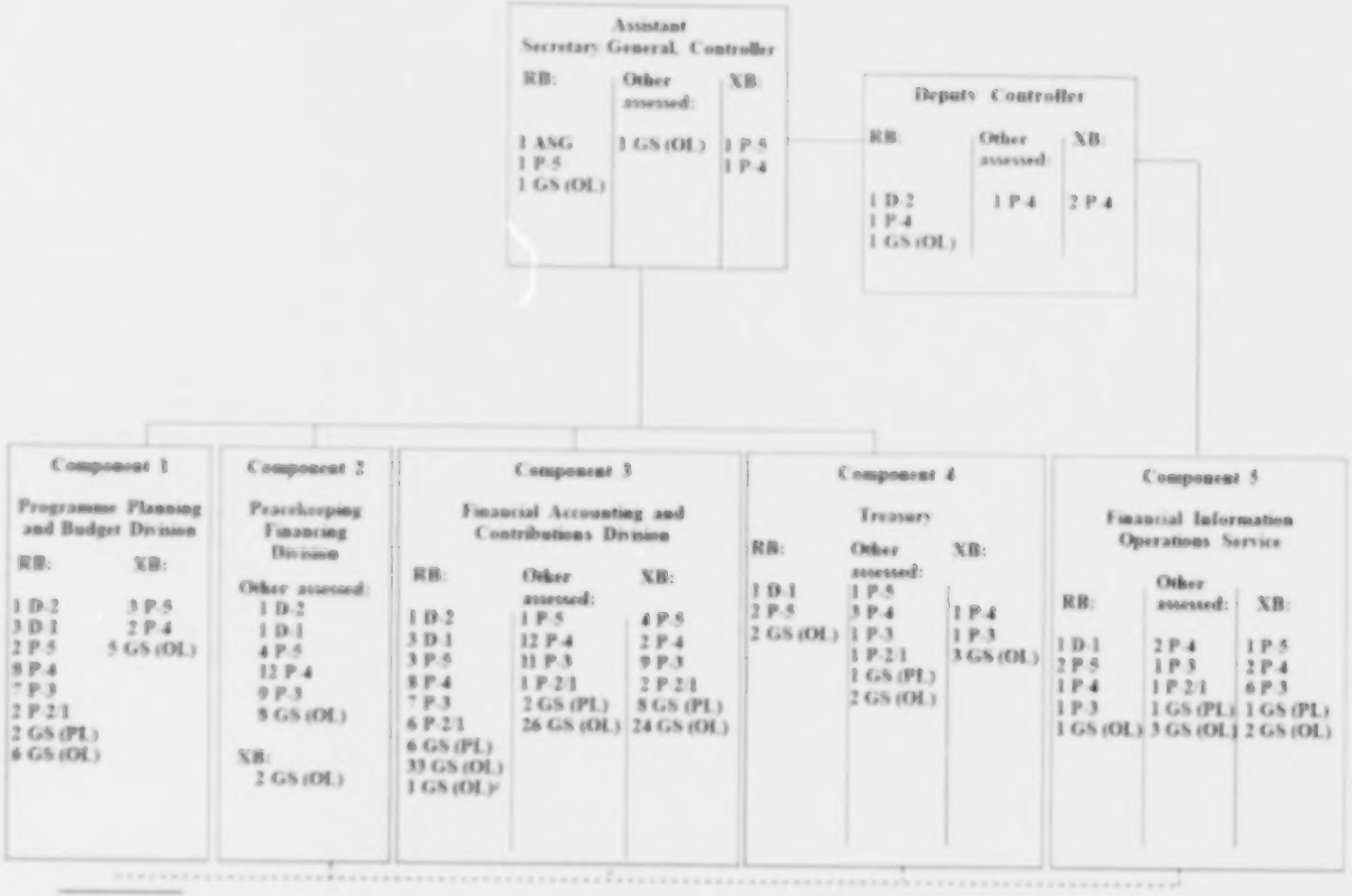
29B.55 The amount of $2,091,400 under posts would provide for the continuation of six posts (1 D-1, 2 P-5, 1 P-4, 1 P-3 and 1 General Service (Other level)) to support the implementation of mandates under the programme.

29B.56 Non-post requirements amounting to $553,400, reflecting a decrease of $26,100, would provide for travel of staff, contractual services and other operational expenses. The proposed reduction results from efficiencies that the Service plans to bring about in the biennium 2018-2019.

29B.57 Component 5 is supported by projected other assessed and extrabudgetary resources amounting to $3,284,700 and $5,610,900, respectively. Other assessed resources would provide for eight posts (2 P-4, 1 P-3, 1 P-2, 1 General Service (Principal level) and 3 General Service (Other level)) funded from the support account for peacekeeping operations. Extrabudgetary resources would provide for 12 posts (1 P-5, 2 P-4, 6 P-3, 1 General Service (Principal level) and 2 General Service (Other level)). The resources would allow the Service to provide operations and application support to all the divisions of the Office of Programme Planning, Budget and Accounts.

Annex I

Organization structure and post distribution for the biennium 2018-2019


Assistant Secretary-General, Controller
RB: 1 ASG, 1 P-5, 1 GS (OL)
Other assessed: 1 GS (OL)
XB: 1 P-5, 1 P-4
Deputy Controller
RB: 1 D-2, 1 P-4, 1 GS (OL)
Other assessed: 1 P-4
XB: 2 P-4
Component 1
Programme Planning and Budget Division
RB: 1 D-2, 3 D-1, 2 P-5, 8 P-4, 7 P-3, 2 P-2/1, 2 GS (PL), 6 GS (OL)
XB: 3 P-5, 2 P-4, 5 GS (OL)
Component 2
Peacekeeping Financing Division
Other assessed: 1 D-2, 1 D-1, 4 P-5, 12 P-4, 9 P-3, 8 GS (OL)
XB: 2 GS (OL)
Component 3
Financial Accounting and Contributions Division
RB: 1 D-2, 3 D-1, 3 P-5, 8 P-4, 7 P-3, 6 P-2/1, 6 GS (PL), 33 GS (OL), 1 GS (OL)*
Other assessed: 1 P-5, 12 P-4, 11 P-3, 1 P-2/1, 2 GS (PL), 26 GS (OL)
XB: 4 P-5, 2 P-4, 9 P-3, 2 P-2/1, 8 GS (PL), 24 GS (OL)
Component 4
Treasury
RB: 1 D-1, 2 P-5, 2 GS (OL)
Other assessed: 1 P-5, 3 P-4, 1 P-3, 1 P-2/1, 1 GS (PL), 2 GS (OL)
XB: 1 P-4, 1 P-3, 3 GS (OL)
Component 5
Financial Information Operations Service
RB: 1 D-1, 2 P-5, 1 P-4, 1 P-3, 1 GS (OL)
Other assessed: 2 P-4, 1 P-3, 1 P-2/1, 1 GS (PL), 3 GS (OL)
XB: 1 P-5, 2 P-4, 6 P-3, 1 GS (PL), 2 GS (OL)

* One General Service (Other level) post outposted to the Department of Economic and Social Affairs for statistical support provided to the Contributions Service in the substantive servicing of the Committee on Contributions and the Fifth Committee.

Annex II

Summary of follow-up action taken to implement relevant recommendations of the oversight bodies

Brief description of the recommendation	*Action taken to implement the recommendation*
Board of Auditors (A/71/5, Vol. I, chap. II)	
To ensure the timely preparation of high-quality financial statements for the year ending 31 December 2016, the Board recommended that the Secretariat: (a) Carry out a review of the lessons learned from the 2015 financial statements preparation exercise;	The Administration carried out an online survey in September 2016 to capture lessons learned from the financial statements preparation process in order to improve the quality and timeliness of the 2016 financial statements. All major offices contributing to volume I of the United Nations financial statements responded to the survey. The Administration has already issued a report on the lessons learned review of the financial statements preparation process. The Administration has also put in place a number of automated accuracy controls around the financial statements preparation process that will be part of the business planning and consolidation process, which provides a high degree of automation of the production of the financial statements. This new automated process and controls, which will be applied for the first time to volume I of the 2016 United Nations financial statements, supports a shorter financial statements preparation timeline, thus allowing more time for their review at all levels.
(b) Prepare more detailed accounts closure and preparation instructions and ensure that uniform processes and documentation standards were applied by all entities contributing to volume I of the 2016 United Nations financial statements;	The Administration has plans to improve the financial statements preparation instructions and the Accounts Division has partnered with the Umoja project team and the United Nations Office at Nairobi to update and improve the instructions.
(c) Ensure that finance staff at Headquarters exercised greater central control and oversight of the preparation of the financial statements and that management review at all levels was sufficiently robust to identify material misstatements before the financial statements were presented for audit;	
(d) Derive the 2016 financial statements from the prime books of record to the fullest extent possible, making minimal use of spreadsheet accounting (para. 20).	Regarding the derivation of financial statements from the prime books of record, the Umoja work plan includes this development for the 2016 financial statements. It was already deployed for volume II of the United Nations financial statements in August 2016 and has both improved the process and reduced manual interventions.
The Board recommended that the regular budget income estimates and out-turn be fully disclosed in statement V to the financial statements to ensure compliance with the International Public Sector Accounting Standards (IPSAS) requirements and to enhance the information available to Member States (para. 49).	The Administration will present regular budget income estimates and out-turn in statement V to the financial statements for the year ending 31 December 2016 alongside the budgeted and actual expenditures.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Board recommended that the Administration improve scrutiny of open commitments at year-end by providing more detailed guidance on how staff should establish the need to retain them (para. 56).	The Administration is in the process of improving the section on commitments in the instructions on financial statements preparation with the aim of providing more guidance on the scrutiny of open commitments at year-end and the criteria that staff should apply to establish the need to retain commitments.
The Board also recommended that the Administration review open commitments during the year, in particular at year-end, to challenge any that appeared to be retained unnecessarily (para. 57).	The Administration will increase its scrutiny of intended retained commitments, as recommended by the Board.
The Board reiterated its previous recommendation that the Administration establish how and under what time frame it would be able to more closely link budget consumption with what had been delivered in terms of outputs and outcomes; and with that as the aim, set out a detailed plan for embedding results-based management as part of business as usual, defining clear responsibilities and resources (para. 90).	This is a complex issue that requires further review and analyses in terms of the added value of cost-accounting, given that a number of factors have an impact on the correlation between the two areas. For example, improvement in percentage of outputs vis-à-vis increased savings could be attributable to a number of factors beyond the Organization's control, such as increased post costs owing to post adjustment multipliers and the strength of the United States dollar. Hence, while the output continues to be delivered, the cost of delivery has decreased owing to factors beyond the Secretariat's control.
The Board recommended that the Administration accelerate its current process of strengthening the performance measures used by departments to measure and report results (para. 99).	The strengthening of performance measures is an ongoing process. Most recently, in the context of the preparations for the 2018-2019 strategic framework, revisions to elements of the strategic framework were undertaken to make them more impact-oriented.
The Board recommended that the Administration develop a common principles-based framework for the management of partners that would specify the key procedures to be performed by all Secretariat entities. To facilitate the development of the common framework, the Secretariat should conduct an end-to-end review of the project management life cycle, including consultations with key stakeholders and a review of all current practices (para. 264).	The Office of Programme Planning, Budget and Accounts is working with counterparts to develop a common principles-based framework for the management of partners.
The Board recommended that the Administration finalize, and issue under appropriate authority, its standard template agreement with implementing partners to include appropriate anti-fraud, sanctions and audit clauses (para. 269).	The Administration will continue to work on issuing a standard template agreement to implementing partners. This is one of the action plans of the Enterprise Risk Management working group on implementing partners.
The Board reiterated its previous recommendation to establish information-sharing mechanisms on implementing partners that covered due diligence procedures, implementation issues and performance evaluations performed by United Nations entities and partners with which they had worked (para. 270).	The Administration will continue to work on issuing corporate guidance on due diligence procedures, implementation monitoring and performance evaluations of implementing partners. This is one of the action plans of the Enterprise Risk Management working group on implementing partners. With regard

Brief description of the recommendation	*Action taken to implement the recommendation*
	to information-sharing with United Nations entities, the High-level Committee on Management Procurement Network was requested to establish a task force to assess the feasibility of adapting the United Nations Global Marketplace as a platform for tracking fraud cases related to implementing partners.
(A/70/5, Vol. I, chap. II)	
The Board recommended that the Administration transform the finance function into a more strategic value-adding service and that it support that transformation with a wider financial management training programme to enhance financial literacy and management across the Organization (para. 28).	The Administration continued its efforts to pilot the professional financial management training via the Chartered Institute of Public Finance and Accountancy and, in addition, has trained key finance managers in the areas of risk management and internal controls.
The Board recommended that the Administration: (a) develop standard approaches and methodologies for measuring the costs of providing services to internal and external users; and (b) identify how Umoja can support more transparent recording, analysis and reporting of the full costs of activities (para. 40).	This recommendation is being implemented in tandem with the Umoja services delivery module becoming operational across the Secretariat. The Administration has begun to focus on reviewing and refining the costing of services, which includes the Secretariat-wide review of the service catalogue. A workshop on cost recovery was held in September 2016, which focused on the principles governing cost recovery, harmonizing best practices and reviewing Umoja functionality.
The Board recommended that the Administration develop the tools, capacity and capability to generate comprehensive and detailed information which can be used to better understand, manage and control staff costs and to provide more accurate, timely and complete management information to support decision-making (para. 55).	The Administration has implemented this recommendation and stands ready to explain the issues and components driving the management of staff costs.
The Board recommended that the Administration examine the underlying causes for the differences in average claim costs to determine whether there is scope to reduce the administration costs of the schemes (para. 60).	The Administration monitors the average claim costs and an investigation will be undertaken only if the trend warrants it. Additional disclosure in the notes to the financial statements will also be considered if appropriate. Based on the above, the Administration has implemented the recommendation.
The Board recommended that arrangements be made to conduct an open-book audit of the third-party administrators to provide assurance over the accuracy of reported costs and activities performed by the Administration's agents and to confirm that they have complied with their contractual obligations. The inspection rights under those contacts should be exercised regularly in future (para. 64).	The Administration has identified an audit firm to conduct the next two open-book audits of the third-party administrators.

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/70/7)	
With regard to the presentation and preparation of the budget, the Advisory Committee considers that the Office should examine more closely the format and content of the draft submissions of individual departments/offices. The Office should also scrutinize the proposed resource requirements more thoroughly, analyse past expenditure patterns and exercise stricter control to ensure that the cost estimates are consistent, realistic and fully justified. In addition, the Office should ensure that the budget methodology and related instructions are applied in a consistent manner across all budget fascicles (para. VIII.45).	The Office of Programme Planning, Budget and Accounts has improved its budget guidance to all departments to ensure consistency in the presentation and format of the budget proposals, where applicable. The Office and the departments conducted a review of resource requirements to ensure that the proposed programme budget proposals (including the justifications provided therein) for the biennium 2018-2019 reflect the resources required for the full, efficient and effective implementation of mandates.
The Advisory Committee is of the view that consideration should be given to providing any relevant information that would facilitate the assessment of performance measures in the budget fascicle (para. VIII.46).	Implemented. Additional information provided in the logical framework of the Treasury (see indicator of achievement (iii) under expected accomplishment (a)).

Annex III

Outputs included in the biennium 2016-2017 not to be delivered in 2018-2019

A/70/6 (Sect. 29B), paragraph	*Output*	*Quantity*	*Reason for discontinuation*
29B.57 (d)	Support for the NOVA reporting platform	1	Replaced by Umoja
29B.57 (d)	Desktop support and server support	1	Transferred to section 29E, Office of Information and Communications Technology
29B.57 (f)	Maintenance and support of the travel claims portal	1	Replaced by Umoja
	Total	**3**	

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Proposed programme budget for the biennium 2018-2019*

Part VIII
Common support services

Section 29C
Office of Human Resources Management

(Programme 25 of the biennial programme plan for the period 2018-2019)**

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* A summary of the approved programme budget will be issued as A/72/6/Add.1.

** A/71/6/Rev.1.

*** This report does not contain an annex on outputs included in the biennium 2016-2017 that will not be delivered in the biennium 2018-2019, given that there are no discontinued outputs.

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Overview

Table 29C.1 **Financial resources**

(United States dollars)

Approved resources for 2016-2017	70 288 300
Technical adjustments (removal of non-recurrent requirements and biennial provision of posts)	(542 500)
Other changes	(405 700)
Total resource change	(948 200)
Proposal of the Secretary-General for 2014-2015[a]	69 340 100

[a] At 2016-2017 revised rates.

Table 29C.2 **Post resources**

	Number	*Level*
Regular budget		
Approved for the biennium 2016-2017	148	1 ASG, 3 D-2, 5 D-1, 15 P-5, 20 P-4, 18 P-3, 13 P-2/1, 8 GS (PL), 65 GS (OL)
New posts	2	1 P-5 and 1 P-4 under component 4
Abolishment	(1)	1 GS (OL) under executive direction and management
Proposed for the biennium 2014-2015	149	1 ASG, 3 D-2, 5 D-1, 16 P-5, 21 P-4, 18 P-3, 13 P-2/1, 8 GS (PL), 64 GS/OL

Overall orientation

29C.1 The Office of Human Resources Management is responsible for implementing the programme of work under section 29C, with support from the relevant organizational units of the United Nations located at offices away from Headquarters. The overall responsibilities of the Office are set out in Secretary-General's bulletin ST/SGB/2011/4. The activities proposed under section 29C fall within subprogramme 3, Human resources management, of programme 25, Management and support services, of the report of the Secretary-General on consolidated changes to the biennial programme plan for the biennium 2018-2019.

29C.2 The Office will continue to advance its reform agenda aimed at developing an Organization that is responsive and supports a culture of empowerment and performance, allows for equal access to career opportunities irrespective of programmes and sources of funding and provides staff members with opportunities to learn and grow so that they can reach their greatest potential. It will also focus on strengthening workforce planning, performance management, career support and the implementation of the mobility framework as approved by the General Assembly. The Office, within its mandate and in close cooperation with other relevant structures of the Secretariat, will continue to strengthen the system of administration of justice, as set out in General Assembly resolution 61/261 and subsequent relevant resolutions that address, among other things, issues relating to recourse to formal and informal procedures for the efficient, effective and fair implementation of the system. In addition, the Office will improve its delivery of occupational health services to United Nations staff and facilities worldwide.

Note: The following abbreviations are used in tables and charts: ASG, Assistant Secretary-General; GS, General Service; GL, Other level; PL, Principal level; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

29C.3 The talent management information system, Inspira, will continue to be enhanced in support of human resources reform efforts in areas such as recruitment, learning management and performance management. Targeted outreach campaigns will be conducted with a view to achieving more equitable geographical representation of Member States and representation of women and to identifying high-quality candidates. The Department will continue to support the achievement of equitable geographical representation and to strengthen the integration of a gender perspective into the work of the Organization, in fulfilment of its leading role in implementing gender-sensitive policies.

29C.4 The Learning, Development and Human Resources Services Division will continue to provide guidance, advice and support on performance management, in particular on revisions to policies and processes; provide training and guidance user support on the revised ePerformance tool; and coordinate and facilitate the implementation of required performance management training to staff.

Overview of resources

29C.5 The overall level of resources proposed for the biennium 2018-2019 for this section amount to $69,340,100 before recosting, reflecting a net decrease of $948,200 (or 1.3 per cent) compared with the appropriation for 2016-2017. Resource changes result from two factors, namely: (a) technical adjustments with regard to reductions relating to the phased abolishment of posts in 2016-2017; and (b) other resource changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

29C.6 The distribution of resources is reflected in tables 29C.3 to 29C.5.

Table 29C.3 **Financial resources by component**

(Thousands of United States dollars)

(1) *Regular budget*

				Resource changes								
		2014-2015 expenditure	*2016-2017 appropriation*	*Technical adjustment (non-recurrent, biennial provision of posts)*	*New and expanded mandates*	*Within and/or across sections*	*Office*	*Total*	*Percentage*	*Total before recosting*	*Recosting*	*2018-2019 estimate*
A	Executive direction and management	3 516.2	2 907.1	(33.7)	–	–	(162.4)	(196.1)	(6.7)	2 711.0	84.3	2 795.3
B	Programme of work											
	1 Policy	6 271.0	5 727.3	–	–	–	–	–	–	5 727.3	145.3	5 872.6
	2 Strategic planning and staffing	12 125.8	15 367.6	(26.8)	–	–	(272.3)	(299.1)	(1.9)	15 068.5	405.3	15 473.8
	3 Learning, development and human resources services	42 118.2	40 298.7	(482.0)	–	–	(394.6)	(876.6)	(2.2)	39 422.1	1291.6	40 713.7
	4 Medical services	4 897.9	5 987.6	–	–	–	423.6	423.6	7.1	6 411.2	185.7	6 596.9
	5 Human resources information systems	6 761.6	–	–	–	–	–	–	–	–	–	–
	Subtotal, B	**72 174.4**	**67 381.2**	**(508.8)**	**–**	**–**	**(243.3)**	**(752.1)**	**(1.1)**	**66 629.1**	**2 027.9**	**68 657.0**
	Subtotal, I	**75 690.6**	**70 288.3**	**(542.5)**	**–**	**–**	**(405.7)**	**(948.2)**	**(1.3)**	**69 340.1**	**2 112.2**	**71 452.3**

(2) *Other assessed*

	2014-2015 expenditure	2016-2017 estimate	2018-2019 estimate
A. Programme of work			
1. Policy	5 783.4	5 298.3	5 364.2
2. Strategic planning and staffing	2 160.9	3 109.6	3 878.2
3. Learning, development and human resources services	3 748.0	3 135.8	2 100.6
4. Medical services	4 453.2	3 918.3	4 009.0
Subtotal, 2	**16 145.5**	**15 462.0**	**15 352.0**

(3) *Extrabudgetary*

	2014-2015 expenditure	2016-2017 estimate	2018-2019 estimate
A. Programme of work			
1. Policy	2 713.4	2 723.5	2 730.1
2. Strategic planning and staffing	580.8	813.2	974.5
3. Learning, development and human resources services	1 107.0	1 499.1	1 509.9
4. Medical services	4 131.6	4 332.1	4 314.9
Subtotal, 3	**8 532.8**	**9 367.9**	**9 529.4**
Total	**100 368.9**	**95 118.2**	**96 333.7**

Table 29C.4 **Post resources**

	Established regular budget		Temporary: Regular budget		Temporary: Other assessed[a]		Temporary: Extrabudgetary[b]		Total	
Category	2016-2017	2018-2019	2016-2017	2018-2019	2016-2017	2018-2019	2016-2017	2018-2019	2016-2017	2018-2019
Professional and higher										
ASG	1	1	–	–	–	–	–	–	1	1
D-2	3	3	–	–	–	–	–	–	3	3
D-1	5	5	–	–	–	–	–	–	5	5
P-5	15	16	–	–	2	2	1	1	18	19
P-4/3	36	37	2	2	22	22	5	5	65	66
P-2/1	13	13	–	–	1	1	2	2	16	16
Subtotal	**73**	**75**	**2**	**2**	**25**	**25**	**8**	**8**	**108**	**110**
General Service										
Principal level	8	8	–	–	1	1	5	5	14	14
Other level	63	62	2	2	17	17	6	6	88	87
Subtotal	**71**	**70**	**2**	**2**	**18**	**18**	**11**	**11**	**102**	**101**
Total	**144**	**145**	**4**	**4**	**43**	**43**	**19**	**19**	**210**	**211**

[a] Resource requirements financed exclusively from the support account for peacekeeping operations.

[b] 1 P-5, 3 P-4, 2 P-3, 2 P-2, 5 GS (PL) and 6 GS (OL) funded from extrabudgetary resources derived from programme support income received as reimbursement for support to extrabudgetary administrative structures; and 1 GS (OL) funded from support to extrabudgetary substantive activities.

Table 29C.5 **Distribution of resources by component**

(Percentage)

	Regular budget	*Other assessed*	*Extrabudgetary*
A. Executive direction and management	3.9	–	–
B. Programme of work			
1. Policy	8.3	34.9	28.7
2. Strategic planning and staffing	21.7	25.3	10.2
3. Learning, development and human resources services	56.9	13.7	15.8
4. Medical services	9.2	26.1	45.3
Subtotal, B	**96.1**	**100.0**	**100.0**
Total	**100.0**	**100.0**	**100.0**

Technical adjustments

29C.7 Resource changes totalling $542,500 reflect reductions relating to the phased abolishment of posts in 2016-2017.

Other changes

29C.8 Resource changes reflect a net reduction of $405,700 resulting from the following:

(a) Reductions totalling $405,700 made possible from efficiencies that the Office plans to bring about in the biennium 2018-2019. The proposed reduction is a result of the efforts of the Office to apply the anticipated Umoja efficiencies presented in the eighth progress report of the Secretary-General on the enterprise resource planning project (A/71/390) to individual day-to-day operations. The Umoja efficiencies set out in the eighth progress report were based on the Organization's experience with the system, anticipated future changes, including future roll-outs, a global review of end-to-end processes, the retirement of legacy systems and improvements in business process and planning capabilities. Efficiencies were expressed, among other things, as the dollar value of a full-time equivalent, where applicable. Further information on the approach is provided in the foreword and introduction of the proposed programme budget for the biennium 2018-2019. For the Office, this translates to post and non-post reductions of $405,700 that fall under executive direction and management ($162,400) and programme of work ($243,300), especially under components 2 and 3;

(b) Additional resources in the amount of $423,600 relating to the proposed establishment of two additional posts (1 P-5 and 1 P-4) under Component 4, Medical Services, to strengthen the Organization's occupational safety and health services, in line with the staff health and well-being initiatives presented by the Secretary-General in his report on an overview of human resources management reform: towards a global, dynamic, adaptable and engaged workforce for the United Nations (A/71/323).

Other assessed and extrabudgetary resources

29C.9 Regular budget resources would be complemented by resources, derived primarily from programme support income received as reimbursement for services provided by the central administration to extrabudgetary activities, funds and programmes, as well as from the support account for peacekeeping operations and from substantive trust funds in support of various activities of the Office relating mainly to guidance and advice on the implementation of human resources policies and operational procedures. For the biennium 2018-2019, total additional resources to be received are estimated at $24,881,400, comprising: (a) programme support income received as reimbursement for services provided by the central administration to extrabudgetary activities, funds and programmes ($9,529,400), including for the continued funding of 19 posts (8 in the Professional category and 11 in the General Service category); (b) income from the Trust Fund to Promote Information to United Nations Staff about the Work of the Organization;

(c) income from the United Nations Memorial and Recognition Trust Fund; and (d) resources from the support account for peacekeeping operations ($15,352,000), including for the continued funding of 43 posts (25 in the Professional category and 18 in the General Service category).

Other information

29C.10 Pursuant to General Assembly resolution 58/269, resources identified for the conduct of self-monitoring and evaluation would amount to $317,900 (30.25 work-months), representing 25.25 work-months of staff in the Professional category and 5 work-months of staff in the General Service category, reflected under various divisions, services and sections. The Learning, Development and Human Resources Services Division continually assesses the usefulness of its training programmes and the levels of satisfaction of participants through questionnaires. Every two years, the Office conducts a Secretariat-wide survey, including all missions, in which staff rate the efficiency and quality of client services of the Human Resources Services Section. Performance measurement and monitoring of divisional training programmes, as well as human resources services, will continue and the primary self-assessment tool will be surveys completed by clients. The Office recently conducted a self-assessment on the overall training strategy, which highlighted several challenges and resulted in a refocusing of the learning and career support strategy.

A. Executive direction and management

Resource requirements (before recosting): $2,711,000

29C.11 The Assistant Secretary-General for Human Resources Management provides the Secretary-General, through the Under-Secretary-General for Management, with advice and support on all matters that relate to the direction and coordination of human resources management strategies, policies and programmes throughout the Secretariat. The Assistant Secretary-General represents the Secretary-General on matters pertaining to human resources management vis-à-vis representatives of Member and observer States at meetings of the Main Committees of the General Assembly, the Committee for Programme and Coordination, the Advisory Committee on Administrative and Budgetary Questions, the United Nations System Chief Executives Board for Coordination and its subsidiary bodies, and other intergovernmental bodies, international organizations, governmental and non-governmental organizations, the International Civil Service Commission and other programmes and organizations of the United Nations system, as well as the media, and represents management in the conduct of staff-management consultations, as envisaged in chapter VIII of the Staff Regulations and Rules of the United Nations.

29C.12 With respect to staff-management consultations and communications with staff worldwide, the Assistant Secretary-General continues to be the primary interlocutor with the staff consultation machinery on a worldwide basis. In addition, the immediate Office of the Assistant Secretary-General is responsible for communicating with staff at large through various means and for exchanging views with staff on various aspects of human resources management.

29C.13 During the biennium 2018-2019, the Office of the Assistant Secretary-General will continue to focus on the implementation of human resources reforms as set out in the relevant resolutions.

Table 29C.6 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve and enhance the development, implementation, application and coordination of human resources management strategies, policies and programmes throughout the Secretariat

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures	2016-2017	2014-2015	2012-2013	2010-2011
(a) Improved human resources management, taking into account the Organization's needs and those of staff, to enable it to meet the mandates of Member States	Continuous improvement in human resources policies, practices and programmes [number of improvements realized in the biennium]	Target	14	14	14	14
		Estimate		14	14	14
		Actual				22
(b) Programme of work is effectively managed	Timely delivery of outputs and services [percentage of outputs delivered within established deadlines]	Target	100	100	90	90
		Estimate		100	90	90
		Actual			90	85
(c) Timely submission of documentation needed for meetings of relevant intergovernmental bodies	Percentage of timely submission of documentation	Target	100			
		Estimate				
		Actual				
(d) Efficiencies achieved in travel costs for the Organization	Increased percentage of air tickets purchased at least two weeks before the commencement of travel	Target	100			
		Estimate				
		Actual				

Outputs

29C.14 During the biennium 2018-2019, the outputs to be delivered are reflected in table 29C.7.

Table 29C.7 **Categories of outputs and final outputs**

Output	Quantity
Servicing of intergovernmental and expert bodies, including reports thereto (regular budget):	
General Assembly	
Substantive servicing of meetings	
1. Meetings and/or informal consultations of the Fifth Committee and the Committee for Programme and Coordination	1
2. Hearing of the Advisory Committee on Administrative and Budgetary Questions	1
Administrative support services (regular budget/extrabudgetary):	
Overall management	
5. Strategic guidance and management oversight concerning human resources management in the Secretariat, including the authorization and review of delegation of authority relating to human resources matters	1
6. Representation at and convening of meetings with human resources management professionals of the Secretariat, offices away from Headquarters and United Nations funds and programmes and specialized agencies on issues of common concern	1

29C.15 The distribution of resources for executive direction and management is reflected in table 29C.8.

Table 29C.8 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		Posts	
	2016-2017	2018-2019 (before recosting)	2016-2017	2018-2019
Regular budget				
Post	2 447.9	2 251.8	8	8
Non-post	459.2	459.2	–	–
Subtotal	**2 907.1**	**2 711.0**	**8**	**8**
Extrabudgetary	–	–	–	–
Total	**2 907.1**	**2 711.0**	**8**	**8**

29C.16 The amount of $2,711,000, reflecting a decrease of $196,100 compared with the appropriation for 2016-2017, would provide for the financing of seven posts (1 Assistant Secretary-General, 1 P-5, 1 P-4, 1 P-2 and 3 General Service (Other level)) and non-post requirements to support the implementation of mandates under the programme. Resource changes of $196,100 under posts reflect: (a) technical adjustments of $33,700 relating to the phased abolishment of posts in 2016-2017; and (b) the proposed abolishment of one post (General Service (Other level)) made possible from efficiencies that the programme plans to bring about in the biennium 2018-2019.

29C.17 Non-post requirements amounting to $459,200 would provide for other staff costs, travel of staff, general operating expenses, supplies and materials and furniture and equipment.

B. Programme of work

29C.18 The distribution of resources by component is reflected in table 29C.9.

Table 29C.9 **Resource requirements by component**

	Resources (thousands of United States dollars)		Posts	
	2016-2017	2018-2019 (before recosting)	2016-2017	2018-2019
Regular budget				
1. Policy	5 727.3	5 727.3	18	18
2. Strategic planning and staffing	15 367.6	15 068.5	47	47
3. Learning, development and human resources services	40 298.7	39 422.1	60	60
4. Medical services	5 987.6	6 411.2	15	17
Subtotal	**67 381.2**	**66 629.1**	**140**	**142**
Other assessed	15 462.0	15 352.0	43	43
Extrabudgetary	9 367.9	9 529.4	19	19
Total	**92 211.1**	**91 510.5**	**202**	**204**

Component 1
Policy

Resource requirements (before recosting): $5,727,300

29C.19 This component of subprogramme 3, Human resources management, of programme 25, Management and support services, is the responsibility of the Human Resources Policy Service of the Office of Human Resources Management. The programme of activities will be implemented in accordance with the strategy detailed under subprogramme 3, Human resources management, of programme 25, Management and support services of the report of the Secretary-General on consolidated changes to the biennial programme plan for the period 2018-2019.

29C.20 The component supports the ongoing reform efforts of the Secretary-General, as approved by the General Assembly in its resolutions 61/244, 63/250, 65/247, 67/255, 71/88, 71/263 and 71/264.

Table 29C.10 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To enable the development of a competent, diverse, adaptable and healthy workforce with the highest standards of efficiency, competence and integrity, giving due regard to geographic representation and gender balance and shaping an enabling organizational culture

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) To enable staff to successfully deliver the mandates of the Organization through improved and modernized human resources policies, programmes and services, including across the United Nations common system	(i) Improved level of satisfaction regarding advice and support provided on human resources policy issues [percentage]	Target	85			
		Estimate				
		Actual				
	(ii) Reduction in the time for processing of requests for classification [days]	Target	76.5			
		Estimate				
		Actual				
	(iii) Timely processing of appeals and disciplinary cases within statutory time limits [percentage response within the specified number of days]	Target	100			
		Estimate				
		Actual				
	(iv) Increase in the number of administrative issuances that harmonize policies and practices across the common system and take into consideration the performance measures of Umoja processes	Target	18	16		
		Estimate				
		Actual				
(b) Policies, processes and programmes that support organizational culture	Reduction in the number of appeals and disciplinary cases	Target	5			
		Estimate				
		Actual				

Outputs

29C.21 During the biennium 2018-2019, the outputs to be delivered are reflected in table 29C.11.

Table 29C.11 Categories of outputs and final outputs

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, including reports thereto (regular budget)	
General Assembly	
Substantive servicing of meetings:	
1. Formal meetings of the Fifth Committee	30
2. Informal consultations of the Fifth Committee	40
3. Hearings of the Advisory Committee on Administrative and Budgetary Questions	20
Parliamentary documentation:	
4. Reports of the Secretary-General on human resources policy issues	22
International Civil Service Commission	
Substantive servicing of meetings:	
Other substantive activities (regular budget/extrabudgetary)	18
Technical material:	
6. Administrative issuances, including Secretary-General's bulletins, administrative instructions and information circulars and revisions thereof	100
7. Promulgation of salary scales	7
8. Update and maintenance of the Human Resources Handbook	1
International cooperation and inter-agency coordination and liaison (regular budget/extrabudgetary)	
Substantive servicing of inter-agency meetings:	
9. Meetings of the Chief Executives Board for Coordination Human Resources Network	26
Administrative support services (regular budget, other assessed and extrabudgetary)	
Human resources management	
Human resources policy advisory services	
10. Expert advice to senior management of the Secretariat on the implementation of human resources-related rules and policies	10
11. Expert advice and interpretative guidance on the Staff Regulations of the United Nations and Staff Rules and other human resources-related policies to managers and staff, including to other organizations of the United Nations common system, in particular to the United Nations funds and programmes that are governed by the Staff Regulations of the United Nations	450
Comprehensive review of human resources-related legislative and policy framework to streamline, consolidate and simplify:	
12. Active administrative issuances	300
13. Active information circulars	150
14. Active guidelines	50
15. Development and implementation of new human resources policies and procedures to carry forward the work/life initiatives, with special attention to family and gender issues	8
Administration of justice-related matters	
16. Representation of the Secretary-General's position in cases brought by Secretariat staff at the first instance level in the internal justice system (United Nations Dispute Tribunal) (number of cases)	250
17. Expert legal advice on cases of alleged misconduct referred to the Office of Human Resources Management for appropriate action (number of cases)	250
18. Expert legal advice on internal justice matters to senior management at Headquarters and in offices away from Headquarters, as well as to the Department of Field Support and field missions (number of instances)	50

Outputs	*Quantity*
Common system, compensation and inter-agency policy	
19. Policies and procedures regarding salaries, pensions, allowances and other entitlements within the Organization and coordination of such policies and procedures with other organizations of the common system	20
20. Monitoring of implementation of policy instructions and guidelines relating to allowances and the dissemination of information relating to salaries, allowances and other entitlements	9
21. Survey on salaries for 170 duty stations	
22. Training workshops on the non-Headquarters salary survey methodology and on job classification (number of training workshops)	2
23. Report on the reviews of conditions of service of ungraded, high-level officials of the United Nations other than Secretariat officials	1
24. Processing requests for the classification and review of job descriptions (number of requests)	850
25. Advice on job design, organizational structures and job classification policy	850
26. Establish classification appeals committees for which Secretariat support services will be provided	30
27. Develop new generic job profiles and/or standard job descriptions, as required	1

29C.22 The distribution of resources for component 1 is reflected in table 29C.12.

Table 29C.12 **Resource requirements: component 1**

	Resources (thousands of United States dollars)		*Posts*	
	2018-2017	*2018-2019 (before recosting)*	*2018-2017*	*2018-2019*
Regular budget				
Post	5 158.3	5 158.3	18	18
Non-post	569.0	569.0	–	–
Subtotal	**5 727.3**	**5 727.3**	**18**	**18**
Other assessed	5 298.3	5 364.2	16	16
Extrabudgetary	2 723.5	2 730.1	7	7
Total	**13 749.1**	**13 821.6**	**41**	**41**

29C.23 The amount of $5,727,300, would provide for the financing of 18 posts (1 D-1, 4 P-5, 2 P-4, 4 P-3, 1 P-2, 2 General Service (Principal level) and 4 General Service (Other level)) and non-post requirements to support the implementation of mandates under the programme.

29C.24 Non-post requirements amounting to $569,000 would provide for other staff costs, consultants, travel of staff, general operating expenses and supplies and materials.

29C.25 During the biennium 2018-2019, the projected other assessed and extrabudgetary resources, amounting to $8,094,300, would complement resources under the programme budget.

Component 2
Strategic planning and staffing

Resource requirements (before recosting): $15,068,500

29C.26 This component of subprogramme 3 is the responsibility of the Strategic Planning and Staffing Division of the Office. The programme of activities will be implemented in accordance with the strategy detailed under subprogramme 3, Human resources management, of programme 25,

Management and support services, of the report of the Secretary-General on consolidated changes to the biennial programme plan for the period 2018-2019.

29C.27 The component supports the ongoing reform efforts of the Secretary-General aimed at the development of a global, dynamic and adaptable workforce, as guided by the General Assembly in its resolutions 61/244, 63/250, 65/247, 67/255, 68/265 and 71/263.

Table 29C.13 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To enable the development of a competent, diverse, adaptable and healthy workforce with the highest standards of efficiency, competence and integrity, giving due regard to geographic representation and gender balance and shaping an enabling organizational culture

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Improved recruitment, placement and promotion of the best qualified and competent staff, as well as facilitation of greater geographical representation and gender balance of staff	(i) Increased percentage of candidates selected from unrepresented and underrepresented Member States against posts subject to the system of geographical ranges [increase in the percentage]	Target	6	5		
		Estimate		2		
		Actual				
	(ii) Increased placement of candidates successful in the young professionals programme examination from unrepresented and underrepresented Member States to P-1 and P-2 positions in the Secretariat [percentage placement of successful candidates from unrepresented and underrepresented Member States]	Target	80	86	90	
		Estimate		80	85	85
		Actual			81	86
	(iii) Reduction in the average number of days between the date vacancy announcements are posted and the date candidates are selected for positions in job networks that are not yet affected by the managed mobility system [number of days]	Target	180	180	180	120
		Estimate		185	185	190
		Actual			190	183
	(iv) Increased percentage of women staff in the regular budget posts in the Professional and higher categories [increase in the percentage]	Target	2	2	2	
		Estimate		2	2	2
		Actual			1	2
	(v) An increase in the percentage of senior managers with geographic mobility [increase in the percentage]	Target	10			
		Estimate				
		Actual				
	(vi) An increase in the proportion of staff in family duty stations appointed from non-family duty stations [increase number of staff]	Target	10			
		Estimate				
		Actual				
	(vii) An increase in the proportion of staff in non-family duty stations appointed from family duty stations [increase number of staff]	Target	10			
		Estimate				
		Actual				

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures 2018-2019	2016-2017	2014-2015	2012-2013
	(viii) Increased percentage of selected candidates with language skills, as appropriate [increase in the percentage]	Target	5			
		Estimate				
		Actual				
(b) To enable staff to successfully deliver the mandates of the Organization through the delivery of human resources programmes and services	Member States and all entities have access to dynamic online reports on human resources data and information in a consolidated and integrated platform [percentage of reports available online]	Target	100	100	100	
		Estimate		100	100	
		Actual			100	100
(c) Policies, processes and programmes that support organizational culture	Increase the number of entities achieving the human resources targets set out in the strategic indicators in the human resources management scorecard	Target	100			
		Estimate				
		Actual				

Outputs

29C.28 During the biennium 2018-2019, the outputs to be delivered are reflected in table 29C.14.

Table 29C.14 **Categories of outputs and final outputs**

Outputs	Quantity
Servicing of intergovernmental and expert bodies, including reports thereto (regular budget)	
General Assembly	
Substantive servicing of meetings:	
1. Formal meetings of the Fifth Committee	30
2. Informal consultations of the Fifth Committee	40
3. Hearings of the Advisory Committee on Administrative and Budgetary Questions	20
Parliamentary documentation:	
4. Reports of the Secretary-General on human resources management reform and other aspects of the use of human resources	6
Administrative support services (regular budget, other assessed and extrabudgetary)	
Human resources management	
Planning, monitoring and reporting	
5. Human resources management scorecard reporting for entities, including to the Management Performance Board and Management Committee (number of entities)	80
6. Guidance to entities on the exercise of delegated authority for human resources management (number of entities)	80
7. Online reports for Member States and programme managers in entities on human resources information, including user support for users in the permanent missions and entities (number of Member States/entities)	273
8. Ad hoc reports for Member States and programme managers in entities on human resources information, including in response to requests from Member States and programme managers (number of Member States/entities)	273
Staff selection	
9. Establishment of network staffing teams for job networks (number of job networks)	4
10. Establishment of and support for job network boards for job networks (number of job networks)	6
11. Establishment of and support for special constraints panel members for job networks (number of job networks)	6

Outputs	*Quantity*
12. Communications, training (webinars, briefings, town halls, departmental meetings, etc.), and media-related activities to sensitive network clients and staff members of the new staff selection and managed mobility system	218
13. Workforce planning for job networks as part of the mobility framework (number of job networks)	6
14. Advertisement of job openings, management and expert advice on the conduct of staff selection processes for posts/positions in the Professional and higher categories and General Service and related categories that are not subject to the new staff selection and managed mobility system (number of job openings)	1 000
15. Administrative support for temporary job openings for posts/positions in the Professional and higher categories and the General Service and related categories – Headquarters (number of job openings)	2 700
16. Semi-annual compendiums consisting of posts/positions subject to reassignment and opt-in positions under the mobility framework	20
Development, administration and reporting of examinations, selection or certification tests, including guidance and quality assurance for exam creation, screening of applications, global delivery of written and oral examinations, evaluation of candidates, analysis and reporting of results, for:	
17. Young Professional Programme for posts at the P-1 and P-2 levels (number of applicants per job family)	2 000
18. Language competitive examinations for posts at the P-2, P-3 and senior General Service levels requiring special language competence (number of applicants per examination)	3 000
19. Proficiency examinations, such as the language proficiency examination (number of applicants per proficiency examination)	2 000
20. General Services level and Professional and higher category posts (number of test takers)	5 000
21. Positions in the Trades and Crafts category and for Security Officers and other positions in the General Services and related categories, as required (number of examinations or selection tests)	6
22. Development, implementation and improvement of digital testing and assessments tools for recruitment to posts in the General Service and related categories and the Professional and higher categories (number of tools)	3
23. Perform background screening for verification of academic qualifications and employment history relating to the selection and onboarding of candidates from the rosters for language and related positions	80
24. Secretariat servicing of the central review bodies at Headquarters and regional commissions and of the Global Central Review Board in the review of cases under the current and new staff selection systems	1 420
25. Training and consultation sessions for members of central review bodies and the Global Central Review Board	26
26. Review, determine step-in grade and issue offers for newly recruited external candidates in the General Service and related categories at Headquarters and for support staff for the United Nations information centres (number of external candidates and support staff of United Nations information centres)	350
27. Management of the placement of Young Professionals Programme candidates and their reassignments	300
28. Background screening for verification of academic qualifications and employment history of external candidates (number of external candidates)	350
29. Requests for review and recommendations on requests for the designation of staff members performing significant functions in the management of human resources and/or administrative functions for all Secretariat entities	200
30. Bimonthly training sessions on the staff selection system for staff and managers	12
31. Strategic meetings with client departments and offices to advise on vacancy management strategies	6
32. Number of recruitment policies and/or procedures developed and/or refined to meet the evolving needs of the Organization	18
33. Update and maintenance of information technology support systems and tools, including the deployment of new modules and configurations for recruitment, placement, reassignment and promotion, and streamlining and improvement of corresponding procedures and processes	95

Outputs	*Quantity*
Outreach	
34. Identification of qualified candidates, with particular attention to improving the geographical representation and gender balance	300
35. Development of outreach and sourcing plans, including participation in job fairs and the development of ongoing arrangements with external candidate providers and networks, such as continuous contact with governmental entities, academic institutions, non-governmental organizations and United Nations entities (number of job networks)	6
36. Targeted outreach missions to identify prospective candidates for recruitment, with particular attention to improving geographical representation and gender balance	8
37. Management of the internship programme and expert advice and decisions on policies and processes relating to the engagement of interns (number of times that advice was requested and provided)	200

29C.29 The distribution of resources for component 2 is reflected in table 29C.15.

Table 29C.15 **Resource requirements: component 2**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	12 132.3	12 105.5	47	47
Non-post	3 235.3	2 963.0	–	–
Subtotal	**15 367.6**	**15 068.5**	**47**	**47**
Other assessed	3 109.6	3 878.2	7	7
Extrabudgetary	813.2	974.5	–	–
Total	**19 290.4**	**19 921.2**	**54**	**54**

29C.30 The amount of $15,068,500, reflecting a decrease of $299,100 compared with the appropriation for 2016-2017, would provide for the continuation of 47 posts (1 D-2, 2 D-1, 4 P-5, 7 P-4, 5 P-3, 6 P-2, 2 General Services (Principal level) and 20 General Service (Other level)), including one temporary General Service (Other level) and non-post requirements to support the implementation of mandates under the programme. The reduction of $26,800 under posts reflect technical adjustments relating to the phased abolishment of posts in 2016-2017.

29C.31 Non-post requirements amounting to $2,963,000 would provide for other staff costs, consultants, travel of staff, contractual services, general operating expenses, supplies and materials and furniture and equipment. Resource changes reflect a reduction of $272,300 under contractual services made possible from efficiencies that the programme plans to bring about in the biennium 2018-2019.

29C.32 During the biennium 2018-2019, the projected other assessed and extrabudgetary resources amounting to $4,852,700 would complement resources under the programme budget. The increase in resources is due mainly to the redeployment of resources from component 3 and consultancy services to support the ongoing development of the Inspira performance management system and the human resources portal systems.

Component 3
Learning, development and human resources services

Resource requirements (before recosting): $39,422,100

29C.33 This component of subprogramme 3 is the responsibility of the Learning, Development and Human Resources Services Division of the Office of Human Resources Management. The programme of activities will be implemented in accordance with the strategy detailed under subprogramme 3, Human resources management, of programme 25, Management and support services, of the report of the Secretary-General on consolidated changes to the biennial programme plan for the period 2018-2019.

29C.34 The Division will focus on developing the current and future human resources of the Organization by providing effective human resources management services and strengthening the integration of the core and managerial competencies into all human resources systems.

Table 29C.16 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To promote organizational culture change in the Secretariat in order to address new requirements and needs

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Enhanced attraction, development and retention of staff members who can execute organizational mandates	(i) Increased percentage of staff members who are satisfied with the quality and relevance of learning and career support tools and programmes, including language-learning opportunities [increase in the percentage]	Target Estimate Actual	80			
	(ii) Increased percentage of staff who indicate that performance is recognized as important in their work and is evaluated fairly [increase in the percentage]	Target Estimate Actual	2			
(b) To enable staff to successfully deliver the mandates of the Organization through the delivery of human resources programmes and services	(i) Increase in the average number of learning and career support activities undertaken by individual staff members [increase in the number of staff]	Target Estimate Actual	2.6			
	(ii) Increase in the number of language learners who reach proficiency in an official language of the United Nations other than their principal working language [increase in the number of staff]	Target Estimate Actual	1 100			
	(iii) Increased percentage of representatives of departments and offices expressing satisfaction with advice and support provided by the Human Resources Service [increase in the percentage]	Target Estimate Actual	75			

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures	2018-2019	2016-2017	2014-2015	2012-2013
	(iv) Increased number of staff members on the roster for family focal points/call centre volunteers	Target	500	450	250	
		Estimate		500	250	120
		Actual			511	120
	(v) Increased number of staff trained for emergency preparedness	Target	400			
		Estimate				
		Actual				
(c) Policies, processes and programmes that support organizational culture	Increased proportion of staff who indicate that they understand, recognize and agree with and support the vision and mandate of the Organization [increase in the number of staff]	Target				
		Estimate				
		Actual				

Outputs

29C.35 During the biennium 2018-2019, the outputs to be delivered are reflected in table 29C.17.

Table 29C.17 **Categories of outputs and final outputs**

Outputs	Quantity
Servicing of intergovernmental and expert bodies, including reports thereto (regular budget)	
General Assembly	
Substantive servicing of meetings:	
1. Formal meetings of the Fifth Committee	30
2. Informal consultations of Fifth Committee	40
3. Hearings of the Advisory Committee on Administrative and Budgetary Questions	20
Parliamentary documentation:	
4. Report of the Secretary-General on the overview of human resources management reform: towards a global, dynamic, adaptable and engaged workforce for the United Nations	1
Administrative support services (regular budget, other assessed and extrabudgetary)	
Human resources management	
Learning and career development	
5. Leadership, management and organizational development: an integrated series of learning programmes and tools will be offered Secretariat-wide to build and sustain the leadership and managerial capacity of the Organization at all levels to promote a responsive, results-oriented culture that supports continuous learning, high performance, creativity and managerial excellence. This includes a staff engagement survey, management and leadership development programmes, support for organizational development and team-building and change management support and performance management	40 000
6. Professional skills: a series of programmes and approaches will be offered to strengthen the ability of staff members to deliver the organizational mandates and develop their professional skills. This includes mandatory programmes, information and communications technology, communication and diversity and the provision of an online learning platform to support staff	30 000
7. Human and financial resources: a series of programmes to support and strengthen programme managers and staff with administrative responsibilities in delivering their mandates and in understanding the various human resources, financial, procurement and auditing processes. The programmes include developing learning on recruitment, Umoja and budgeting, procurement and auditing processes	4 000

Outputs	Quantity
8. Language and communication programmes: in accordance with General Assembly resolutions 2480 B (XXIII), 43/224 D and 50/11, the Organization provides language training in the six official languages of the United Nations. Programmes are aimed at promoting multilingualism by building and strengthening cross-cultural understanding	10 000
9. Substantive skills development and career support: programmes will be offered to support career development, including in the context of the Organization's mobility policy for staff at all levels in all duty stations, and to provide opportunities for staff to update and upgrade substantive skills. The programmes will include sabbatical leave, the Academic Council of the United Nations System, career support, mobility support, the United Nations Global Induction Platform and Young Professionals Programme orientation	19 000
Organizational health and well-being training	
10. Evidence-based resilience-building training and wellness training sessions	40
11. Mobility training series for staff and managers, including its development and delivery, to facilitate staff movement, in line with the new policy implementation	10
12. Training on mental health and wellness, including its development, for health-care providers of staff (medical officers, nurses) in the field to assist in improving patient care and health risk assessments	12
13. Psychological first aid training for staff at large to assure safe and appropriate response readiness in emergencies	12
Global advice on and support for human resources administration	
14. Expert advice and functional/substantive assistance to the United Nations Secretariat globally on all aspects of human resources management and staff administration (number of instances)	28 000
15. Proposals for streamlined workflows, best practices and enhancements, as well as participation in testing of new functions of Umoja, for human resources administration	19
16. New and revised job aids on administration of personnel in Umoja	14
17. New and revised release notes on administration of personnel in Umoja	25
18. Train-the-trainer sessions on administration of personnel	2
19. Umoja production support to ensure that technical and procedural issues are resolved or escalated on a timely basis	1
20. Coordination of various human resources-related issues with permanent missions, including secondment and personal status	1
21. Review and processing of exceptions to Staff Regulations of the United Nations and Staff Rules	150
22. Review and conversion of fixed-term appointments to continuing appointments	1 000
Human resources services	
23. Expert advice and assistance to executive and administrative offices and staff in New York on all aspects of human resources management and staff administration (number of instances)	60 000
24. Coordination with other United Nations agencies, funds and programmes on staff movement, including secondment, transfer and loan arrangement	1
Administration of Headquarters staff for:	
25. Appointments	2 000
26. Renewal of appointments	4 000
27. Movement of staff within the Organization	950
28. Separations/terminations (including agreed termination and disability)	2 000
Administration of benefits and entitlements of staff members:	
29. Education grants	2 500
30. Dependency status	1 700
31. Induction programme of new staff members on initial appointment to advise on conditions of service, entitlement, rights and obligations under the Staff Regulations of the United Nations and Staff Rules	1 000
32. Administration and management of contracts for consultants and individual contractors	1 500

Outputs	*Quantity*
33. Maintenance of official status files of staff at Headquarters	1
Emergency preparedness and support	
34. Guidelines for emergency preparedness and reference materials for staff, survivors and families	2
Training of staff members on:	
35. Emergency preparedness	400
36. Serving as family focal points and call centre volunteers to respond to mass casualty incidents	200
37. Senior manager roles in the response to critical incidents	50
Update and maintenance of:	
38. Centralized roster of first responders	1
39. Information communications tools to provide staff and families with the most recent information relating to critical incidents	4
40. Policies that affect survivors and families, in collaboration with other Secretariat and inter-agency groups	3

29C.36 The distribution of resources for component 3 is reflected in table 29C.18.

Table 29C.18 **Resource requirements: component 3**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	15 085.0	14 603.0	60	60
Non-post	25 213.7	24 819.1	–	–
Subtotal	**40 298.7**	**39 422.1**	**60**	**60**
Other assessed	3 135.8	2 100.6	7	7
Extrabudgetary	1 499.1	1 509.9	1	1
Total	**44 933.6**	**43 032.6**	**68**	**68**

29C.37 The amount of $39,422,100, reflecting a decrease of $876,600 compared with the appropriation for 2016-2017, would provide for the financing of 60 posts (1 D-2, 1 D-1, 5 P-5, 7 P-4, 7 P-3, 5 P-2, 4 General Service (Principal level) and 29 General Service (Other level)), including 3 temporary posts (2 P-4 and 1 General Service (Other level)), and non-post requirements to support the implementation of mandates under the programme. Resource changes of $482,000 under posts reflect technical adjustments relating to the phased abolishment of posts in 2016-2017.

29C.38 Non-post requirements amounting to $24,819,100 would provide for other staff costs, travel of staff, contractual services, including training resources for staff development and training programmes, and other general operating requirements. The resource change reflects the reduction of $394,600 under other staff costs and contractual services made possible from efficiencies that the programme plans to bring about in the biennium 2018-2019.

29C.39 During the biennium 2018-2019, the projected other assessed and extrabudgetary resources amounting to $3,610,500 would complement resources under the programme budget. The reduction in other assessed is due mainly to the redeployment of resources in component 2.

Component 4
Medical services

Resource requirements (before recosting): $6,411,200

29C.40 This component of subprogramme 3 is the responsibility of the Medical Services Division of the Office. The programme of activities will be implemented in accordance with the strategy detailed under subprogramme 3, Human resources management, of programme 25, Management and support services, of the report of the Secretary-General on consolidated changes to the biennial programme plan for the period 2018-2019.

29C.41 The Medical Services Division has developed a strategic plan with three objectives: a reduction in preventable harm, a reduction in health-related costs and improvements in client satisfaction. The Division provides on-site occupational health services in New York and delivers services to more than 100 locations worldwide. The Division will focus on providing and improving access to occupational health services for staff in all locations.

Table 29C.19 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: Reduction of health care-related risks to the United Nations and its staff

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018-2019	*2016-2017*	*2014-2015*	*2012-2013*
(a) Policies, processes and programmes that support organizational culture	(i) Reduction in the number of work-related incidents that result in illness or injury [incidents per 100,000 staff per annum]	Target	2 000	2 400		
		Estimate		2 400		
		Actual			650	
	(ii) Reduction in the number of sick leave days owing to work-related incidents [number of sick days per 100 staff per annum]	Target	7 500	10 000		
		Estimate		10 000	2 600	
		Actual			2 600	
	(iii) Increase in the number of duty stations that have an approved medical component in their mass casualty plans [number of duty stations]	Target	21	18	12	
		Estimate		12	12	6
		Actual			6	1
	(iv) Reduction in the number of sick leave days owing to illness or injury [number of days of sick leave per staff member per annum]	Target	7.4	7.4	7.5	
		Estimate		7.5	7.5	
		Actual		7.5	7.6	7.6
	(v) Reduction in the number of medical evacuations [number of medical evacuations per 1,000 staff members per annum]	Target	20.0	5.0	7.0	
		Estimate		23.0	7.0	
		Actual			26.5	9.9
(b) Improved quality of United Nations health-care services	(i) Improved level of satisfaction expressed by clients [percentage]	Target	95	95	95	95
		Estimate		95	5	95
		Actual			94.75	95
	(ii) Improved level of satisfaction expressed by field medical staff regarding advice and support by the Medical Services Division [percentage]	Target	95	95	92	
		Estimate		95	91	
		Actual			87	

Outputs

29C.42 During the biennium 2018-2019, the outputs to be delivered are reflected in table 29C.20.

Table 29C.20 **Categories of outputs and final outputs**

Output	Quantity
Administrative support services (regular budget, other assessed and extrabudgetary)	
Human resources management	
Occupational health service	
1. Occupational health consultation by medical officers	400
2. Occupational health consultations by nurses	25 000
3. Administration of immunizations	12 500
4. Review of occupational safety health incident reports	50
5. Return-to-work programme recommendations for staff members after their prolonged sick leave	20
6. Organizing of health awareness and promotion campaigns and programmes (e.g., blood drive, blood pressure monitoring, breast cancer walk, ergonomic assessments and presentations, monthly vaccine reminders, immunizations for travel, influenza vaccine, travel advisory, new staff orientation, smoking cessation and mental health awareness)	14 000
7. Mental health and psychological consultations	300
Medico-administrative services	
8. Issuance of medical clearances for the recruitment, reassignment and travel of staff members	22 000
9. Expert advice on "special medical constraint" cases provided to job networks under the mobility framework (number of instances)	20
10. Approval of and expert advice on medical evacuations to the field missions	500
11. Evaluation and certification of sick leave for staff	6 600
12. Expert recommendations on cases of work-related injury/illness/death to the Advisory Board on Compensation Claims and to the Department of Field Support on compensation for uniformed personnel	180
13. On-site assessment of local medical facilities and regional medical evacuation centres	12
14. Review of and expert advice on medical aspects of hardship classifications of duty stations for the International Civil Service Commission	400
15. Technical clearance of applications of civilian and military medical personnel for field positions	500
16. Assessment and advisory visits in support of medical capability of troop-contributing countries	4
17. Organization of meetings of chief medical officers and force medical officers on the implementation of health-care reforms	2
18. Online webinar training sessions and meetings for field medical personnel on continuing medical education	20
19. Global town halls for United Nations medical personnel on various health-care matters	4
Business continuity, public health and medical emergency preparedness	
20. Policies, standard operating procedures, guidelines and technical resources on public health, infectious diseases and mass casualty incident preparedness for United Nations personnel	4
21. Review and approval of mass casualty plans	6
22. Update and maintenance of the occupational health information management system, EarthMed	6

29C.43 The distribution of resources for component 4 is reflected in table 29C.21.

Table 29C.21 **Resource requirements: component 4**

	Resources (thousands of United States dollars)		Posts	
	2016-2017	2018-2019 (before recosting)	2016-2017	2018-2019
Regular budget				
Post	3 963.7	4 387.3	15	17
Non-post	2 023.9	2 023.9	–	–
Subtotal	**5 987.6**	**6 411.2**	**15**	**17**
Other assessed	3 918.3	4 009.0	13	13
Extrabudgetary	4 332.1	4 314.9	11	11
Total	**14 238.0**	**14 735.1**	**39**	**41**

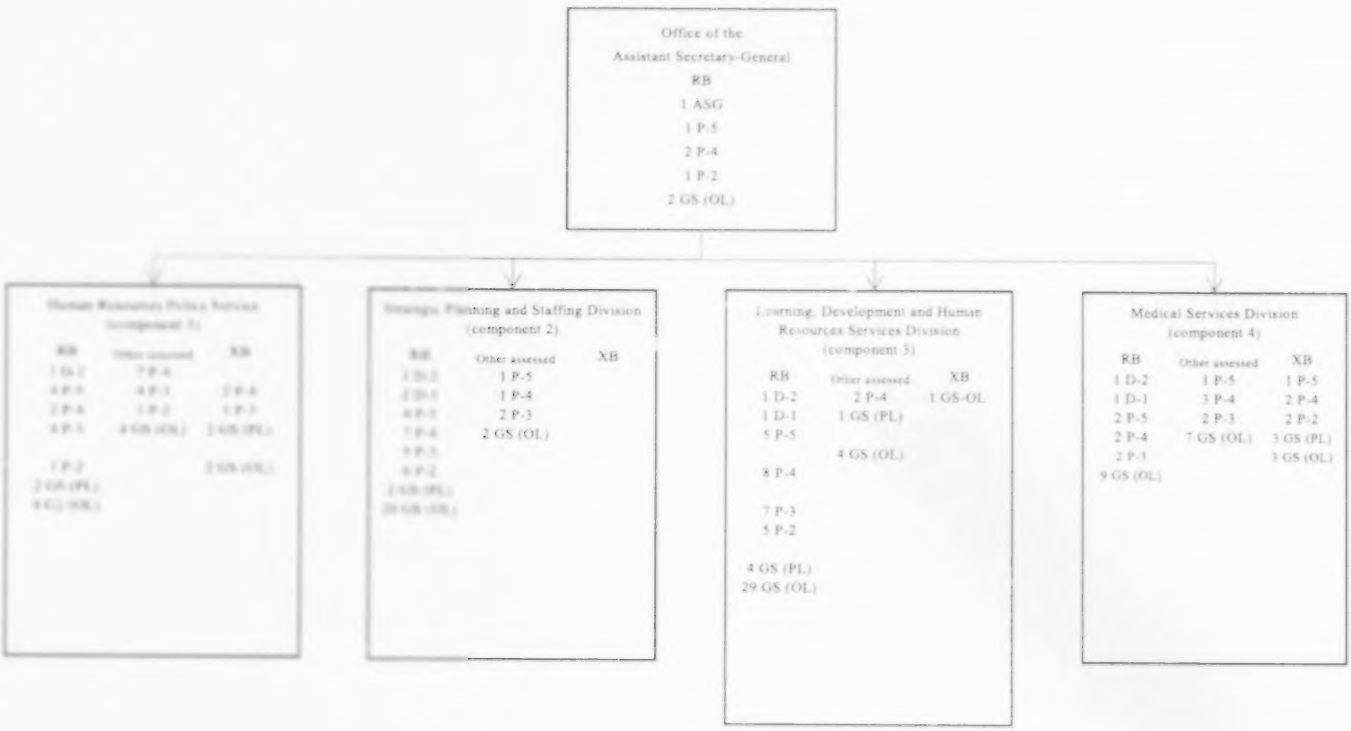
29C.44 The amount of $6,411,200, reflecting an increase of $423,600 compared with the appropriation for 2016-2017, would provide for the financing of 17 posts (1 D-2, 1 D-1, 2 P-5, 2 P-4, 2 P-3 and 9 General Service (Other level)) and non-post requirements to support the implementation of mandates under the programme. The increase of $423,600 under posts reflect the proposed establishment of two additional posts (a Mental Health Officer (P-5) and a Medical Officer (P-4)) in the Medical Services Division in New York to strengthen the Organization's occupational health and safety services, in line with the staff health and well-being initiatives presented by the Secretary-General in his report on the overview of human resources management reform: towards a global, dynamic, adaptable and engaged workforce for the United Nations (A/71/323).

29C.45 Non-post requirements amounting to $2,023,900 would provide for other staff costs, travel of staff, contractual services and various other operating requirements.

29C.46 During the biennium 2018-2019, projected other assessed and extrabudgetary resources amounting to $8,323,900 would complement resources under the programme budget.

Annex I

Organizational structure and post distribution for the biennium 2018-2019



Annex II

Summary of follow-up action taken to implement relevant recommendations of the oversight bodies

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/70/7)	
The Advisory Committee would have expected the Office to lead by example and strive to achieve corporate targets, given that it is responsible for setting and monitoring the achievement of human resources management targets in alignment with General Assembly mandates and priorities across the Organization (para. VIII.64).	The target of 180 days from the issuance of a vacancy announcement to a selection decision under indicator of achievement (a) (iii) as part of component 2, Strategic planning and staffing, is not a target for the Office but is a target for the entire Secretariat.
The Advisory Committee trusts that the Secretary-General will keep track of all financial resources used for the implementation of the new mobility framework in 2016 and 2017, in accordance with General Assembly resolution 68/265 (para. VIII.71 (b)).	All financial resources used for the implementation of a new mobility framework are tracked.
Board of Auditors (A/71/5 (Vol. I), chap. II)	
The Board recommends that the Office of Human Resources Management strengthen its performance monitoring mechanisms, including re-establishing the Performance Review Group as proposed, to improve the performance of entities that did not achieve targets on staff recruitment times, vacancy rates and completion of performance appraisals (para. 166).	The Office of Human Resources Management will re-establish the Performance Review Group, as recommended by the Board.
The Board recommends that the Administration develop indicators for the handling of disciplinary cases. These indicators should cover: (a) the proportion of referrals that lead to a case being initiated; (b) the length of time between referral and case initiation; (c) overall case durations; and (d) case outcomes. The indicators should be used to support improvements in the processes for referring and handling cases (para. 169).	The Department of Management, in coordination with other relevant departments and offices of the Secretariat, will develop the relevant indicators for the handling of disciplinary cases.
The Board recommends that outreach services specifically cover unrepresented countries and underrepresented countries to increase the number of selections from these locations (para. 179).	The outreach activities of the Office of Human Resources Management specifically target unrepresented and underrepresented Member States. Within limited resources, only some of those countries can be visited. There is thus also a need to visit "multiplier countries" where many persons from various unrepresented and underrepresented countries live and study. Placement of the candidates on the roster of the Young Professionals Programme depends on the availability of posts at the P-1 and P-2 levels for a given period. In consultation with departments and offices, the Office will place a number of candidates on the roster.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Board recommends that the Office of Human Resources Management: (a) analyse the additional capabilities required of Umoja to better implement the mobility framework, incorporating features such as the capture of baseline data on movements, even when there is no change in duty station, the capture of the vacancy rate by job network, enhanced tracking of expenditure and the putting in place of checks and validations to ensure that the recording of information by all entities is consistent, within a definite time frame; and (b) monitor the trend of movements between duty station categories and try to increase movement between different categories to better realize the organizational goals linked with mobility (para. 186).	Although staff members are encouraged to express interest in at least one position located in a different duty station with a different classification from their current official duty station, the final placement recommendation is made by the job network board or the Senior Review Board and approved by either the Assistant Secretary-General for Human Resources Management or the Secretary-General. The job network board will therefore consider the human resources organizational priorities, such as the goal to increase the number of movements between duty stations, in its recommendations. In an effort to strengthen staff members in planning their careers to consider all types of options for mobility and various career paths, especially to other locations, the Office of Human Resources Management will strengthen its career support services specifically for this pool of participating staff members in the managed mobility exercise.
The Board recommends that the Learning, Development and Human Resources Services Division: (a) consider more focused inputs while preparing the budget to ensure better compliance in terms of achievement of targets; (b) identify causes for underachievement and take suitable corrective action to ensure achievement of targets for all objectives and outputs specified in the programme budget; (c) make efforts to increase the sample sizes for surveys to obtain feedback and implement the standardized surveys early, which will generate more reliable data to support conclusions therefrom; (d) put in place a mechanism to evaluate the impact of services offered and of the underachievement of targets; and (e) ensure that performance on all parameters set out in the programme budget are measured, documented and reported upon (para. 198). (A/70/5 (Vol. I), chap. II)	The identification of underachievement, corrective action and the evaluation of the impact of services offered will take place after the completion of the budget cycle. The implementation of this recommendation will therefore take some time.
The Board reiterates its previous recommendation and encourages the Secretariat to expedite work on developing workforce planning as a matter of urgency (para. 74).	Following the pilot project in the Medical Services Division, a workforce planning user guide was developed and piloted in field operations. The Department of Field Support also launched an online workforce planning training programme to build capacity for implementation of the new methodology. Multiple field operations, including the United Nations Interim Force in Lebanon and the Regional Service Centre in Entebbe, Uganda, have undertaken workforce planning pilot projects consistent with the new methodology. The next steps are: (a) to mainstream workforce planning into each entity; (b) to implement a workforce planning approach for mobility; and (c) to integrate workforce planning with

Brief description of the recommendation	*Action taken to implement the recommendation*
	the budget process and other talent management processes. Monitoring mechanisms will also be established at the global and entity levels, as appropriate.
The Board recommended that the Office of Human Resources Management monitor the implementation of the Secretary-General's bulletin on employment and accessibility for staff members with disabilities in the United Nations Secretariat (ST/SGB/2014/3) (para. 92).	The Third Committee will consider the report of the Secretary-General on this subject (A/71/344) during the seventy-first session of the General Assembly. The relevant administrative instruction will be prepared after the issuance of the related General Assembly resolution.
(A/69/5 (Vol. I), chap. II)	
The Board recommended that the Administration develop a medium- to long-term strategic workforce strategy and operational workforce plans. These should be informed by a review of the Organization's strategy that identifies any gaps in headcount, grades, knowledge and skills (para. 164).	Although workforce planning should be undertaken in the context of the Organization's strategy, there is no single Secretariat-wide strategy, but rather individual "strategies" in each department, office and mission, consistent with the concept of entity-level mandates, strategic frameworks, budgets and staffing tables. It would be difficult to develop one comprehensive Secretariat-wide workforce plan. It is the view of the Administration that each entity should undertake its own workforce planning process as part of the strategic planning, led by programme managers and facilitated by the human resources function, to ensure that gaps are well understood. The Office of Human Resources Management and the Field Personnel Division plan to encourage individual entities to undertake workforce planning, working closely with the human resources focal points in each entity, and to provide support in the form of guidance, training, analytical tools and the sharing of best practices. Some progress has recently been made in this regard, specifically as pertains to issuing guidance to field operations and developing an online workforce planning training programme. In addition, workforce planning across entities is being conducted in support of the new staffing system being implemented.
The Board recommended that the Administration establish performance measures of the effectiveness of the recruitment process around getting "the right person, with the right skills, to the right position, at the right time and at the right cost" (para. 169).	The recommended performance measures can be established only by evaluating the delivery of mandates. The rate of delivery of mandates is monitored and reported through the budget performance of the relevant programmes. With respect to human resources management performance, new performance measures will be provided in the 2018-2019 strategic framework to be reported upon. In addition, a number of strategic objectives of human resources management are monitored and reported through the human resources scorecard.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Board also recommends that the Administration perform an end-to-end review of the recruitment process to identify opportunities to reduce the lead time to recruit from the point at which a vacancy occurs until the post is filled (para. 170).	The end-to-end recruitment process was reviewed in the context of the development of the process for the new staff selection and managed mobility system. The first new staff selection system exercise is ongoing and the recruitment timeline will be reported after the completion of the exercise.

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Proposed programme budget for the biennium 2018-2019

Part VIII
Common support services

Section 29C
Office of Human Resources Management

(Programme 25 of the biennial programme plan for the period 2018-2019)

Corrigendum

Paragraph 29C.8 (a)

For the existing text *substitute*

(a) Reductions totalling $829,300 made possible from efficiencies that the Office plans to bring about in the biennium 2018-2019. The proposed reduction is a result of the efforts of the Office to apply the anticipated Umoja efficiencies presented in the eighth progress report of the Secretary-General on the enterprise resource planning project (A/71/390) to individual day-to-day operations. The Umoja efficiencies set out in the eighth progress report were based on the Organization's experience with the system, anticipated future changes, including future roll-outs, a global review of end-to-end processes, the retirement of legacy systems and improvements in business process and planning capabilities. Efficiencies were expressed, among other things, as the dollar value of a full-time equivalent, where applicable. Further information on the approach is provided in the foreword and introduction of the proposed programme budget for the biennium 2018-2019. For the Office, this translates to post and non-post reductions of $829,300 that fall under executive direction and management ($162,400) and programme of work ($666,900), especially under components 2 and 3;

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